



**MID-WILLAMETTE VALLEY
COMMUNITY DEVELOPMENT
PARTNERSHIP BOARD**

**Regional Comprehensive Economic
Development Strategy(CEDS)**

JUNE 2018

Prepared by:
Mid-Willamette Valley Council of Governments

MID-WILLAMETTE VALLEY
Comprehensive Economic Development Strategy (CEDS)

Prepared For:

Mid-Willamette Community Development Partnership Board (Mid-Willamette Economic Development District)
Covering the Marion, Polk and Yamhill County region.

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Executive Summary

This strategy serves as the five-year strategic plan for the Mid-Willamette Valley Economic Development District (EDD), serving Marion, Polk and Yamhill counties in Oregon. The Mid-Willamette Valley EDD is a federally recognized organization funded in part by the U.S. Economic Development Administration (EDA). The Mid-Willamette Valley Comprehensive Economic Development Strategy (CEDS) was developed by the Mid-Willamette Valley Community Development Partnership Board, in consultation with area economic development stakeholders and interested parties.

The purpose of the CEDS is to improve regional economic conditions through job growth, fostering stable and diversified economies and improving community livability. It also provides a mechanism for coordinating the efforts of multiple individuals, organizations, governmental entities, and private industry efforts that promote economic development within the region.

The CEDS is organized into six (6) main sections:

- An overview of regional demographic and economic conditions (Chapter 2);
- An analysis of regional economic opportunities, including a description of regional industry clusters, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, and a description of state and local economic development efforts (Chapter 3);
- A description of the region's economic goals and objectives (Chapter 4);
- An Action Plan for implementing the regional economic goals and objectives (Chapter 5);
- A description of the regional planning process, in addition to performance measures that will be used to evaluate efforts to implement the CEDS (Chapter 6); and
- A responsive Economic Resiliency Plan/Initiative (a new requirement from the EDA since the last plan update) is included under Appendix E.

Key findings from the 2018 CEDS include:

- The Mid-Willamette Valley region continues to recover from the 2008 economic recession, which resulted in major structural changes to the economy. Economic recovery is slow and some industries are not projected to reach pre-recession employment levels. Lasting impacts of the recession include high levels of long term unemployed, delayed career advancement opportunities for youth, mismatch of employer needs/worker skills and persistent economic challenges in rural areas.
- The Mid-Willamette Valley enjoys a competitive advantage in the following industries: (1) Agriculture, Food & Beverage Products; (2) Metals, Machinery & Equipment; (3) Forest Products; (4) Specialty Materials Manufacturing (e.g. fertilizer mixing, plastic products, and fabric coating); and (5) Traded Sector Services (e.g. office administrative services, higher education and state and local non-education). One of the objectives of the CEDS is promote increased economic opportunities through strengthening and expanding these industry clusters in the future.
- The Mid-Willamette Valley region is fortunate to have a number of economic assets, including abundant natural resources, fertile agricultural soils, access to higher education institutions, and unique communities that enjoy a high quality of life. Better coordination between public and private organizations is needed to realize the full potential of these assets.

- Some of the economic challenges and weakness of the Mid-Willamette Valley economy include a lack of higher wage jobs and difficulty in meeting various workforce needs generally, infrastructure deficiencies (transportation, rail, power, and water), an inadequate supply of capital to support business growth and development, and regulatory barriers to economic development.
- Regional economic goals are focused on objectives that support employment growth, particularly efforts that increase the number of living wage jobs, in addition to maintaining the region's livability and quality of life. Particular emphasis is placed on the objective of providing adequate infrastructure to support economic development.

More specific regional economic development efforts and actions are outlined in the CEDS 5-yr Action Plan. The Action Plan identifies the timeframe, partner agencies and potential resources available to complete actions intended to implement the CEDS goals and objectives.

The CEDS will continue to be monitored, evaluated and modified as needed on an annual basis to reflect the region's current economic issues and needs.

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Introduction

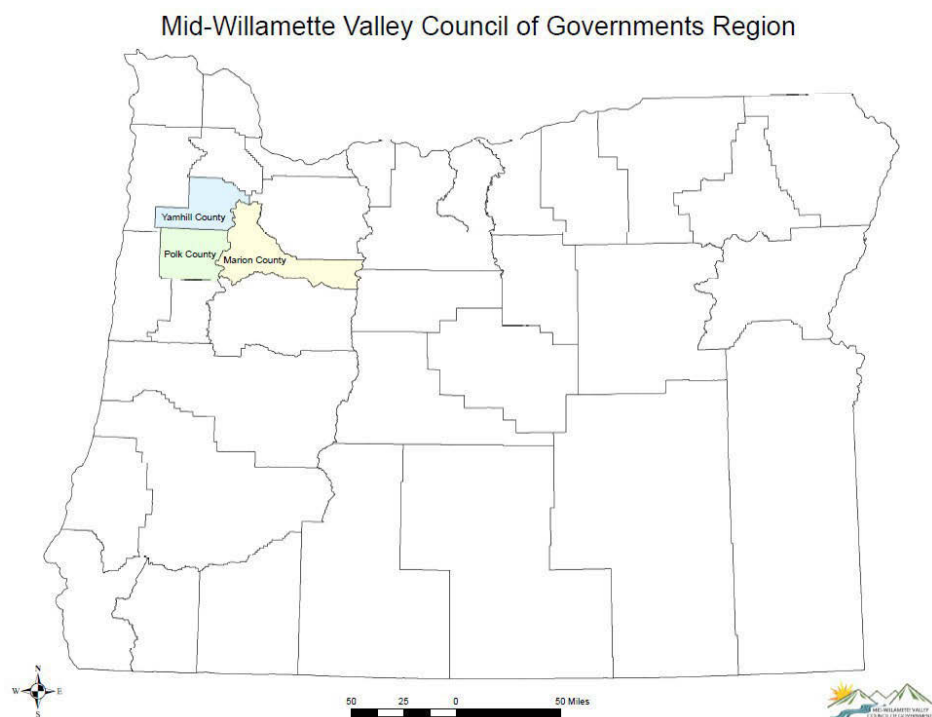
Purpose and Methods

This strategy serves as the five-year strategic plan for the Mid-Willamette Valley Economic Development District (EDD) serving Marion, Polk and Yamhill counties (see Figure 1 below). It is intended to guide the policies and investments of the Mid-Willamette Valley Community Development Partnership's efforts to improve the regional economy in a sustainable manner.

The Mid-Willamette Valley EDD was formed in 1984 for the purpose of improving regional coordination on economic development issues, helping local governments identify needs and priorities, and to work more effectively with state and federal agencies and programs. The District is a federally recognized organization funded by an annual planning grant from the U.S. Economic Development Administration (EDA). The EDD is supported by a board made up of both private and public entities, known as the Mid-Willamette Valley Community Development Partnership Board.

The Mid-Willamette Valley Comprehensive Economic Strategy (CEDS) document and adoption is required to qualify for EDA assistance under its public works, economic adjustment and most planning programs. The CEDS process is intended to, "...provide the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity." (U.S. EDA 2018).

Figure 1 Location Map – Marion, Polk and Yamhill Counties, OR



Source: Mid-Willamette Valley Council of Governments, 2018

The process of developing a Comprehensive Economic Development Strategy (CEDS) is a continuous planning process, which strives to incorporate input from a diverse array of community stakeholders. A CEDS is required to include the following information (C.F.R. § 303.7):

- **SWOT Analysis:** An analysis of economic and community development strengths, weaknesses, opportunities, and threats (commonly known as a “SWOT” analysis);
- **Summary Background:** A history of the economic development conditions of the area, including information on the economy, geography, population, labor force, resources and the environment;
- **Evaluation Framework:** Action plan to implement objectives and goals set forth in the CEDS and performance measures used to evaluate the organization’s implementation of the CEDS and impact on the regional economy; and
- **Economic Resilience:** Identification of vulnerabilities and methods to counter vulnerabilities within the region (U.S. EDA 2018).

Organization of the Strategy

The Mid-Willamette Valley CEDS is organized into six (6) main sections:

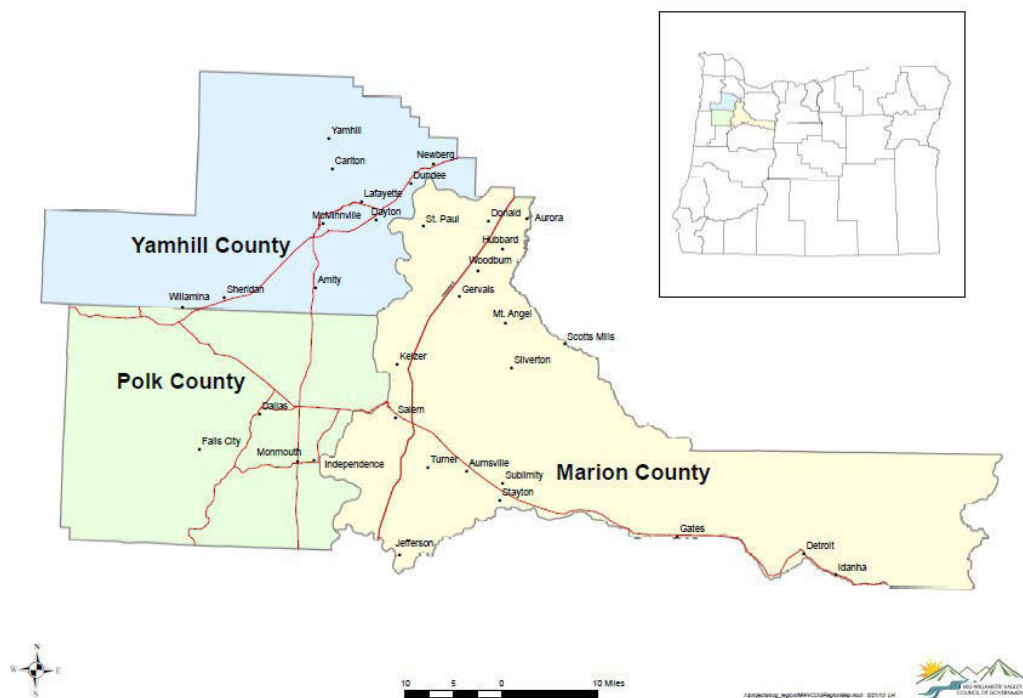
- Section 1: provides an introduction to the CEDS, including a description of what it is, why it’s needed and how it’s created.
- Section 2: provides background information on the current, past and projected regional economy, in addition to other relevant information needed to understand conditions in the Mid-Willamette Valley region.
- Section 3: includes an analysis of the region’s economic strengths, weaknesses, opportunities and threats, and findings from other relevant economic development studies.
- Section 4: identifies the region’s economic goals and objectives.
- Section 5: contains an action plan that identifies the specific steps that will be taken to achieve the regional economic goals and objectives identified in Section 4.
- Section 6: describes in greater detail the CEDS planning process and how the strategy will be monitored in the future.

Regional Profile/Background

The Mid-Willamette Valley region is situated in northwestern Oregon, near the center of the Willamette River Basin. The region includes three (3) counties – Marion, Polk and Yamhill counties with a total land area of 2,629 square miles, or nearly one-quarter of the total land area in the Willamette Valley. The Mid-Willamette Valley includes the state capitol, which is located in the region's largest city – Salem. The Salem metropolitan area is located approximately 50 miles from Portland and 60 miles from Eugene. There are a total of 34 cities in the Mid-Willamette Valley as shown in **Figure 2** below.

Figure 2 Map of Mid-Willamette Valley Counties and Cities

Mid-Willamette Valley Council of Governments Region



Source: Mid-Willamette Valley Council of Governments, 2018 Demographics

According to the most recent U.S. Census data, as compiled by Portland State University, the total population of the Mid-Willamette Valley region was 525,417 in 2017. The region is largely rural in nature, with the exception of the Salem Keizer metropolitan area, and the City of McMinnville. Marion County is the largest and most populated county with a total population of 337,773 in 2017. Yamhill County is the second most populated county and had a total population of 106,555 in 2017, followed by Polk County at 81,089.

The region's ten (10) largest incorporated cities are shown in **Figure 3** below.

| | Marion | Polk | Yamhill | Oregon |
|---|---------------|-------------|----------------|---------------|
| Population (July 1, 2017 population estimate from ACS data) | 341,286 | 83,696 | 105,722 | 3,982,267 |
| Median Age | 36.4 | 37.7 | 38.2 | 39.2 |

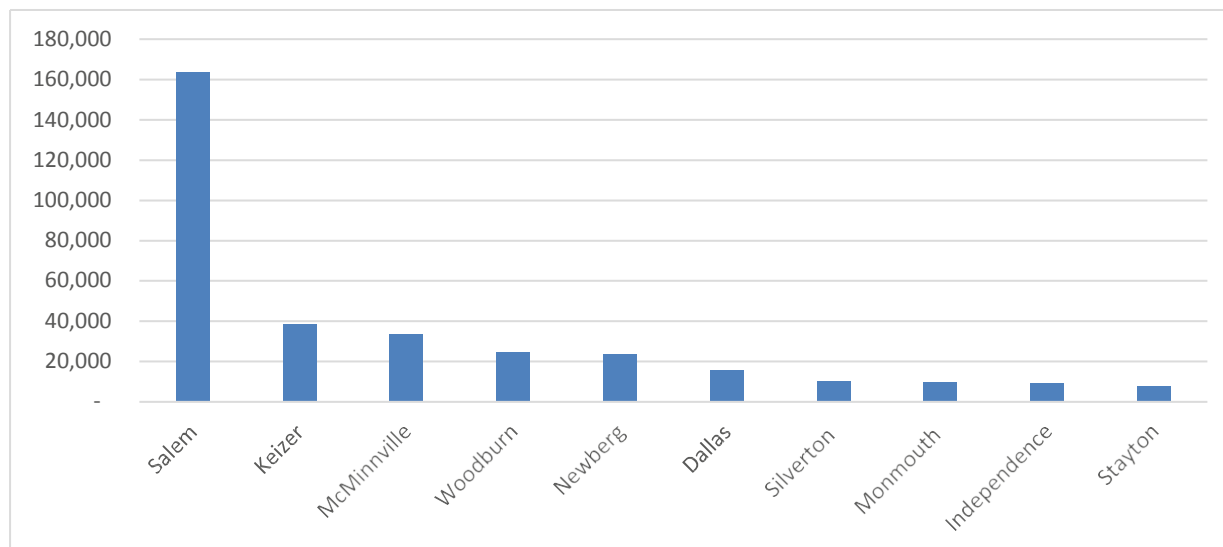
¹ U.S. Census, Factfinder. <https://factfinder.census.gov>. July 2017.

² National Association of Counties (NACO) County Explorer; www.NACo.org/CountyExplorer. March 2018

³ NACO County economic profile. www.NACo.org/CountyEconomies. March 2018

⁴ U.S. Census, Factfinder. <https://factfinder.census.gov>. March 2018.

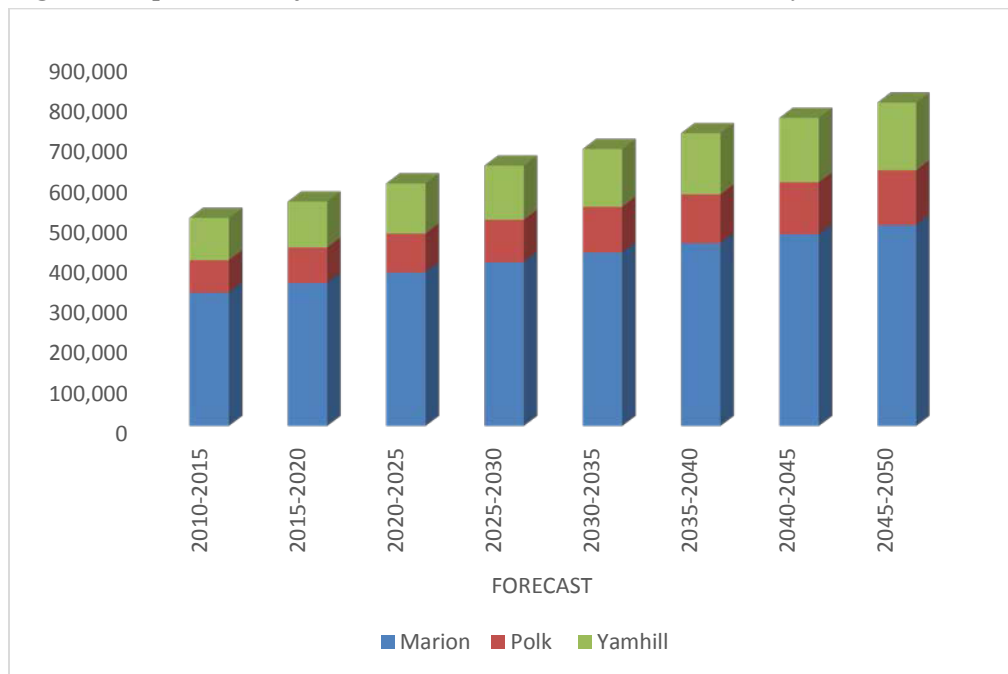
Figure 3 Ten largest cities in Marion, Polk and Yamhill County, 2017



Source: 2017 Portland State University Population Estimates, April 2018

The Oregon Office of Economic Analysis (OEA)'s long term forecast for Marion, Polk and Yamhill counties for the forecast period shows a total population of 801,801 by the year 2050 with an average annual growth rate of 1.3 percent in **Figure 4**.

Figure 4 Population Projections, Marion, Polk and Yamhill County, 2015-2050



Source: Office of Economic Analysis, State of Oregon. 2018

Other significant demographic characteristics of the Mid-Willamette Valley include:

Race/Ethnicity

According to the 2010 Census, 73 percent of the regional population was identified as “white alone”. Persons of Hispanic origin, which can be any race, comprised 20 percent of the three-county population in 2010 as compared to an estimated statewide, comparable figure of 10.8 percent of Hispanic origin in 2010.

| Race | Marion 2010 Population | Polk 2010 Population | Yamhill 2010 Population | Percent of Total Regional Population |
|---|---------------------------|-------------------------|----------------------------|--|
| Hispanic or Latino | 76,594 | 9,088 | 14,592 | 20% |
| Not Hispanic or Latino | 238,741 | 66,315 | 84,601 | 80% |
| White alone | 216,758 | 60,702 | 78,448 | 73% |
| Black or African American alone | 2,906 | 394 | 784 | 1% |
| American Indian and Alaska Native alone | 3,290 | 1,380 | 1,272 | 1% |
| Asian alone | 5,790 | 1,403 | 1,418 | 2% |
| Native American and Other Pacific Islander alone | 2,254 | 201 | 163 | 1% |
| Some other race alone | 411 | 79 | 143 | 0% |
| Two of More races | 7,332 | 2,156 | 2,373 | 2% |
| Total | 315,335 | 75,403 | 99,193 | 100% |

Source: U.S. Census 2010, sorted and summarized by Portland State University, 2017.

Age of Population

In 2016, all three counties had median ages that were lower than the statewide median age of 39.2. The median age in Marion was the lowest at 36.4, followed by Polk County at 37.7 and Yamhill County at 38.2. Potential positive economic impacts resulting from a lower age demographic trend includes a growing labor force and greater capacity to replace a larger retiring work force and meet the demand for increased healthcare support and services.

Poverty

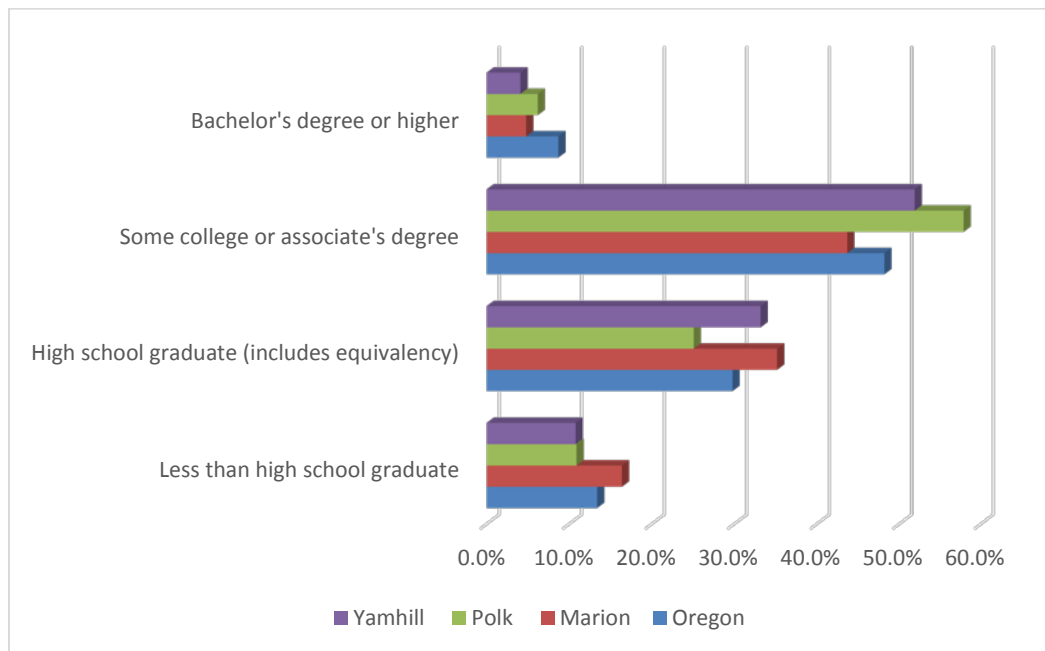
According to 2016 American Community Survey (ACS), 13.6 percent of individuals in Marion County lived at or below the poverty level, followed by 12.1 percent in Polk County and 11.7 percent in Yamhill County. This compares to a statewide average of 13.4 percent and a national average of 14.0 percent. These results show a decrease in the percent of individuals living at or below the poverty level in all three counties as compared to 2010 Census data (Marion - 16.0%, Polk – 12.9%, Yamhill – 12.7%). The percent of individuals living at or below the poverty level was 11.6 percent for the State of Oregon and 12.4 percent for the U.S. in 2000.

Educational Attainment

Educational attainment data is provided for population 18-24 years. Overall, the available data in 2016 indicates that the Marion-Polk-Yamhill region keeps in line with statewide averages, while exceeding the

state for high school and/or some college, as shown in **Figure 5** below. A well-educated workforce will continue to play an important role in the region's ability to attract high wage companies.

Figure 5 Educational Attainment, Oregon, Marion, Polk, and Yamhill Counties, 2012-2016



Source: American Community Survey data, 2012-2016 5-year estimates.

Households

The table below provides additional information on housing size and conditions. As shown below, all three counties had residents per household averages that were above the statewide median of 2.13 residents per household. While state and national trends show a decline in average household sizes, a higher than average household size for the region indicates the ability to maintain and/or attract families to the area which can reflect positively on overall community livability and health.

Housing Prices

Median home values and rents in 2016 were all estimated to be above the statewide median. While the Mid-Willamette Valley has traditionally had more affordable housing than the Portland Metropolitan Area, housing prices have increased significantly as the region's population continues to see higher than average rates of growth as compared to other parts of the state and nation. More affordable housing prices may help regional economic competitiveness for companies searching for viable alternatives for business investment and well as offering diverse options for workforce housing needs and desires. This is a priority in the region.

| | Marion | Polk | Yamhill | Oregon |
|---|-----------|-----------|-----------|-------------|
| 2016 Avg. Household Size ¹ | 2.54 | 2.46 | 2.54 | 2.13 median |
| 2016 Percent of Owner-Occupied Housing Units ¹ | 59.7 | 64.6 | 67.3 | 55.6 |
| 2016 Median Gross Rent ¹ | \$828 | \$828 | \$917 | \$804 |
| 2016 Median Home Value | \$192,900 | \$215,000 | \$236,300 | \$187,600 |
| 2015 Share of Rural Population with Broadband Access ¹ | 86.0% | 81.0% | 38.0% | 80.8% |

Source: U.S. Census, Factfinder. <https://factfinder.census.gov>. July 2017.

Livability

The overall livability or quality of life of a region is an important factor for attracting and retaining well-educated and highly skilled workers. The Mid-Willamette Valley's mild climate, access to plentiful outdoor recreation activities, numerous cultural events and festivals, relatively clean air and water, and open spaces all contribute to a high quality of life in the region.

One of the challenges facing many small towns in the region is how to accommodate population growth and development in a way that maintains their unique character and high quality of life.



Mt. Angel Oktoberfest



The Oregon Garden



Woodburn Tulip Festival



Independence Main Street



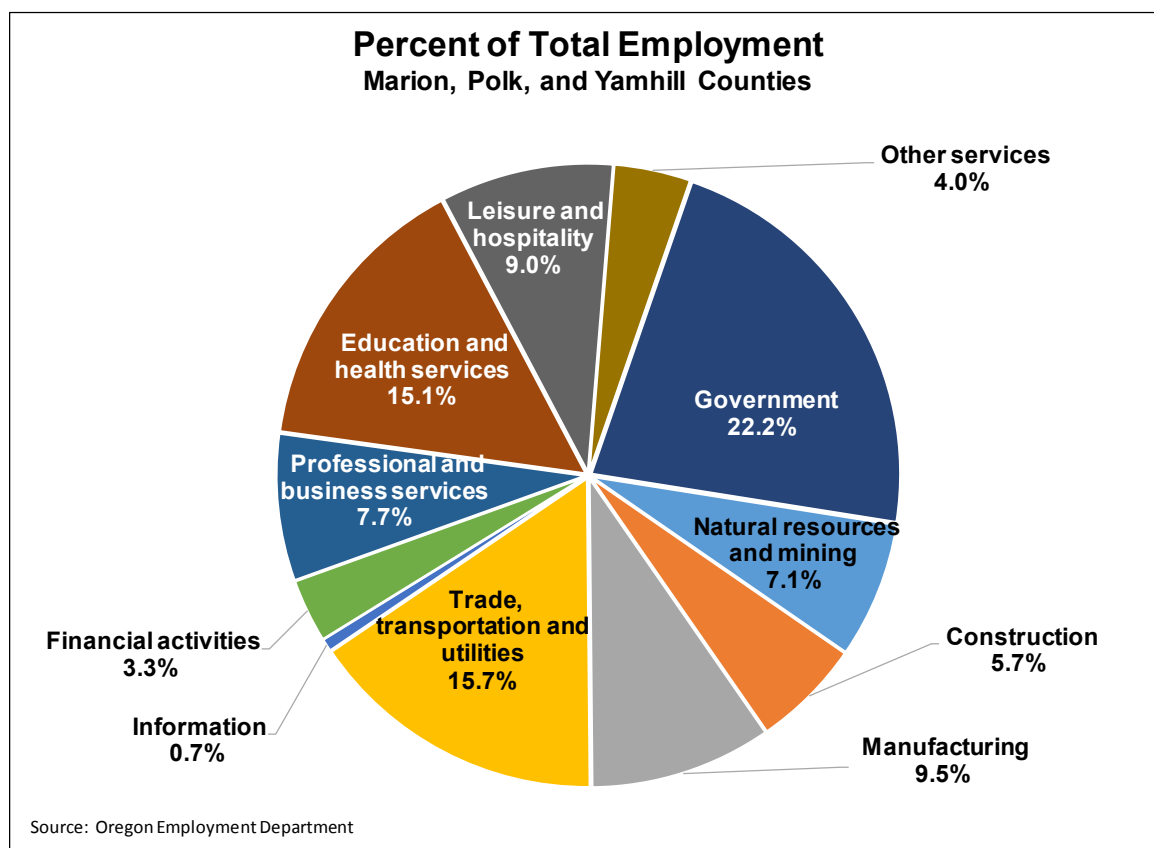
Erath Vineyards, Yamhill Co.

Regional Economy

Major Employment Sectors

In 2017, the largest employment sectors included government at 22.2 percent of total jobs, followed by trade, transportation and utilities at 15.7 percent and education and health services at 15.1 percent. Manufacturing in the three-county region as a whole makes up 10.4 percent of total employment and is slightly lower than the statewide average of 9.5 percent of total employment. Natural resources and mining, while not as large of a portion of the region's economy as in the past, continues to play an important role in the overall diversity of the regional economy.

Figure 6 Marion, Polk and Yamhill Counties Employment by Sector, 2017



Source: Oregon Employment Department, May 2018

Major Employers

Major employers in the Mid-Willamette Valley that employ over 1,000 employees include:

City of Salem, Oregon Major Area Employers Current Year and Nine Years Ago

| Employer | 2017 | | | 2008 | | |
|---|---------------------|------|--|---------------------|------|--|
| | Number of Employees | Rank | Percentage of Salem (MSA) Labor Force ¹ | Number of Employees | Rank | Percentage of Salem (MSA) Labor Force ² |
| State of Oregon | 21,600 | 1 | 26.94% | 21,000 | 1 | 28.23% |
| Salem-Keizer School District ³ | 4,839 | 2 | 6.04% | 4,000 | 2 | 5.38% |
| Salem Health/Salem Hospital ³ | 4,500 | 3 | 5.74% | 3,500 | 3 | 4.71% |
| Marion County ³ | 1,548 | 4 | 1.93% | 1,611 | 4 | 2.17% |
| Chemeketa Community College ³ | 1,617 | 5 | 1.89% | 700 | 10 | 0.94% |
| Norpac Foods Incorporated ³ | 1,500 | 6 | 1.87% | 1,135 | 6 | 1.53% |
| Federal Government | 1,400 | 7 | 1.75% | | | |
| City of Salem ^{3,4} | 1,149 | 8 | 1.43% | 1,576 | 5 | 2.12% |
| State Accident Insurance Fund | 992 | 9 | 1.24% | | | |
| Wal-Mart | 833 | 10 | 1.04% | 1,000 | 7 | 1.34% |
| Roth's | ⁵ | | 0.49% | 950 | 8 | 1.28% |
| T-Mobile | ⁵ | | | 900 | 9 | 1.21% |
| Total | 40,369 | | 50.36% | 36,374 | | 48.91% |

Sources: Oregon Employment Department (www.qualityinfo.org); Salem Health (www.salemhealth.org); Salem- Keizer Public Schools (www.salkiez.k12.or.us); Marion County (www.co.marion.or.us); City of Salem, Human Resources; SAIF Corporation (www.saif.com); Chemeketa Community College (www.chemeketa.edu); U.S. Department of Labor, Bureau of Labor Statistics (www.bls.gov).

Notes:

- ¹ U.S. Department of Labor, Bureau of Labor, Salem, OR(MSA) – The average labor force for fiscal year 2016-17 was 80,181
- ² U.S. Department of Labor, Bureau of Labor, Salem, OR(MSA) – The average labor force for fiscal year 2008 was 74,388
- ³ Includes full and part-time positions
- ⁴ City of Salem included Salem Housing Authority employees for years 2008 through 2010
- ⁵ Companies that may have been included on the 2008 list may not have numbers referenced in 2017 either due to not making the top 10 employees list, surpassing or other indicators the limited reporting data.

Eight of the eleven employers with over 1,000 employees in the Mid-Willamette Valley are public agencies. This is due in part to the presence of state government offices in Salem, the state capital.

Additionally, all three counties are key agricultural producers with Marion County routinely ranking highest among all Oregon counties in agricultural sales and Polk County often in the top ten.

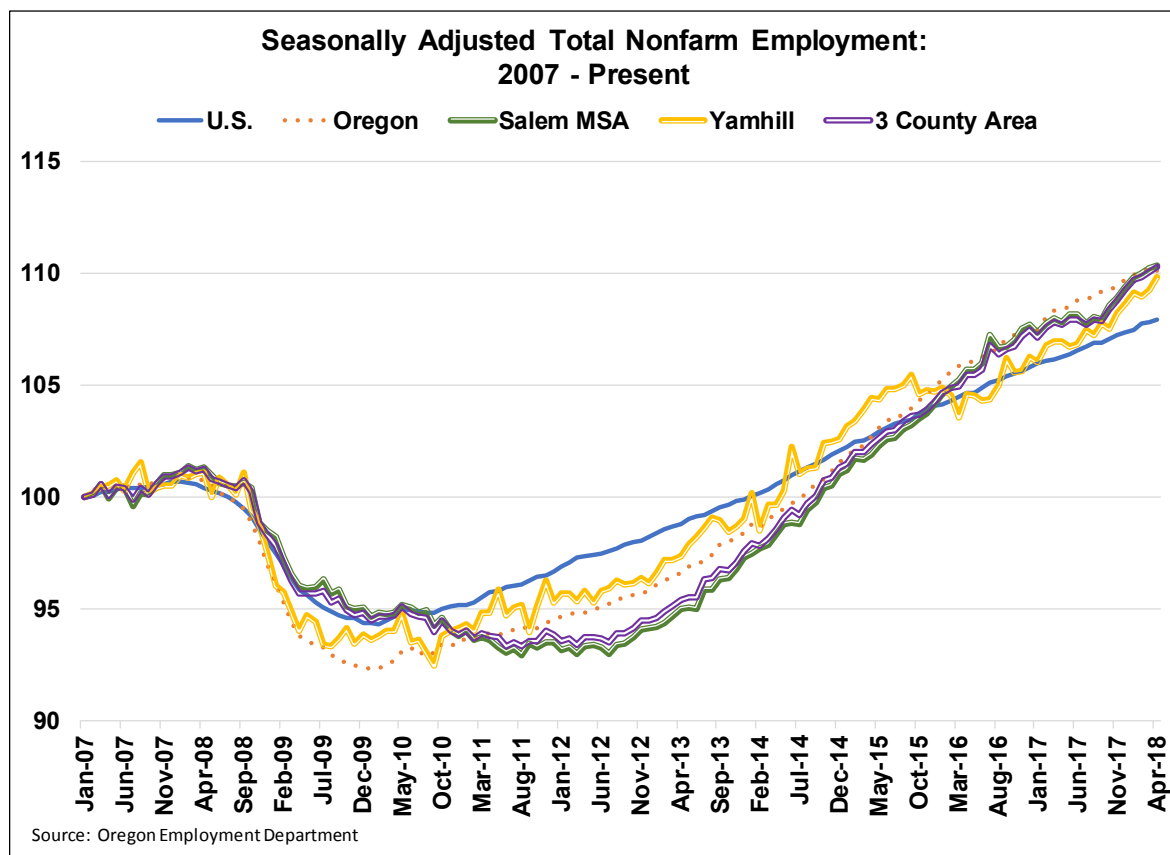
Approximately 40% of Marion County's land and 38% of Polk County's land is used for agricultural production. A similar portion of each county is dedicated to forestry. Marion County is a national leader in many crops including blackberries, raspberries, hazelnuts, hops, grass seed, and Christmas trees. ¹

Employment Trends

While the Mid-Willamette Valley saw more serious declines in employment in the early part of the last decade, we have started to outpace U.S. growth in more recent years and have kept in line with economic growth for the State as seen in **Figure 7** below.

¹ City of Salem Comprehensive Annual Financial Report. June 30, 2017.

Figure 7 Total Employment, U.S., Oregon, Salem MSA, Yamhill County 2007-2018



Source: Oregon Employment Department

The most recent employment forecast for Marion, Polk and Yamhill counties prepared by the Oregon Employment Department projects a total payroll employment growth rate of 12%, between 2017-2017.

Construction and private education and health services are forecast to be the fastest growing industries in the region. These trends are driven in part by the high rate of projected population growth as well as an aging population which will drive increases in health care employment. Leisure and hospitality, Natural Resources, and Manufacturing are all forecast to grow over the 12% rate over the same forecast.

Table 1 Mid-Valley Industry Employment Forecast, 2017-2027

Mid-Valley Industry Employment Forecast, 2017-2027 Marion, Polk, and Yamhill Counties

| Draft Projections for Review | 2017 | 2027 | Change | % Change |
|---|-------------|-------------|---------------|-----------------|
| Total payroll employment | 256,000 | 286,400 | 30,400 | 12% |
| Total private | 205,900 | 233,100 | 27,200 | 13% |
| Natural resources and mining | 17,700 | 20,100 | 2,400 | 14% |
| Construction | 14,700 | 17,700 | 3,000 | 20% |
| Manufacturing | 27,700 | 30,100 | 2,400 | 9% |
| Trade, transportation, and utilities | 42,500 | 47,600 | 5,100 | 12% |
| Information | 1,800 | 1,900 | 100 | 6% |
| Financial activities | 9,200 | 9,700 | 500 | 5% |
| Professional and business services | 19,000 | 21,000 | 2,000 | 11% |
| Private educational and health services | 40,800 | 48,500 | 7,700 | 19% |
| Leisure and hospitality | 22,400 | 25,400 | 3,000 | 13% |
| Other services and private households | 10,100 | 11,100 | 1,000 | 10% |
| Government | 50,100 | 53,300 | 3,200 | 6% |

Note: Industry and occupational employment totals are not equal due to rounding Note: Farm employment is included in natural resources and mining

Source: Oregon Employment Department, 2018.

Income

One of the chronic regional economic problems is a low per capita income as compared to the state. As seen in **Figure 8** below, per capita personal income in all three counties has been below the statewide average for over three decades.

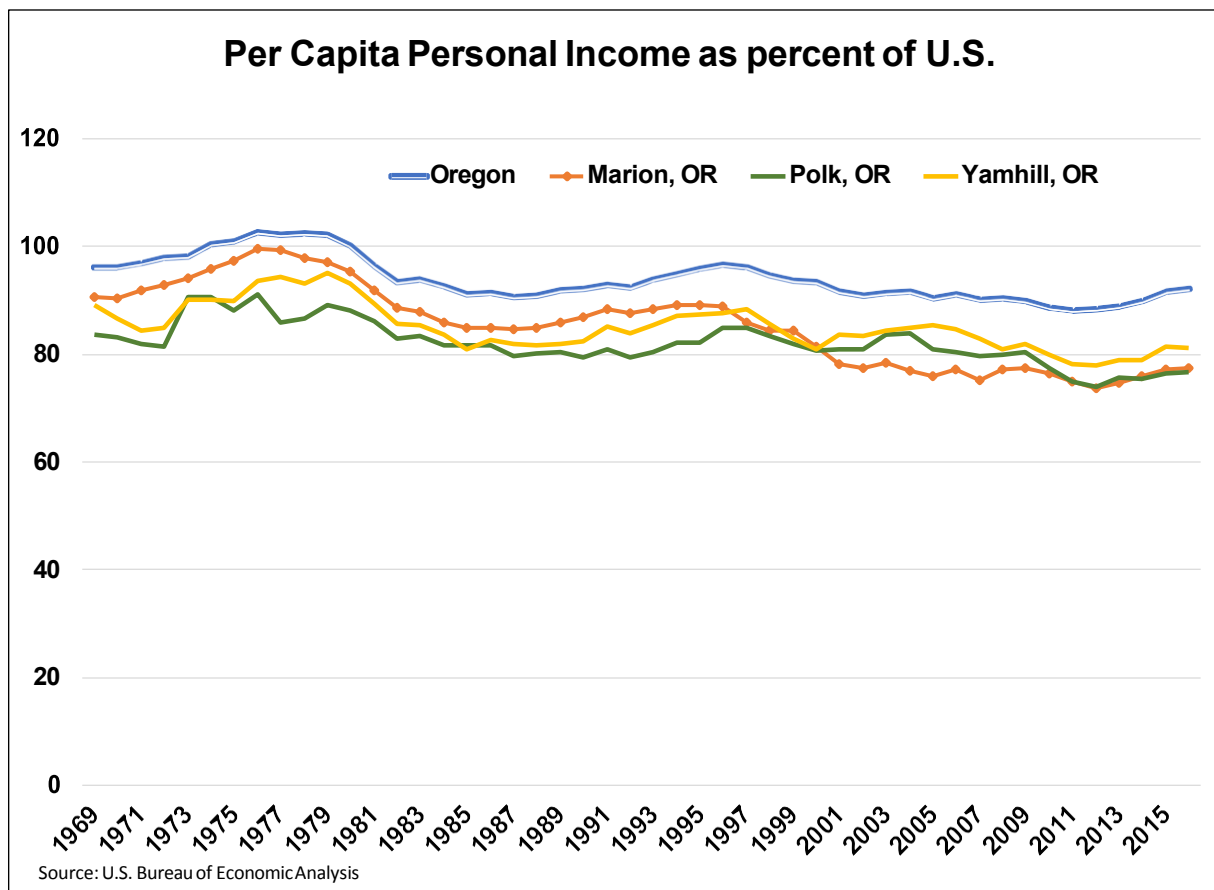
According to the U.S. Census American Community Survey data, the 2016 Median Household Income averaged \$53,261, which aligns with the median statewide household income for Oregon but represented approximately 96.2 percent of the U.S. average (\$55,322). The 2016 Median Household Incomes by County are provided in **Table 2** below.

Table 2 Employment and Income, Oregon, Marion, Polk, Yamhill County, 2016 (inflation adjusted dollars)

| | Marion | Polk | Yamhill | Oregon |
|---|----------|----------|----------|------------------|
| 2016 Median Household Income ¹ | \$50,775 | \$54,010 | \$55,000 | \$53,270 |
| 2016 Unemployment Rate ¹ | 5.1% | 4.7% | 4.4% | 5.7% |
| 2016 Veterans Poverty Rate ¹ | 7.3% | 6.3% | 4.9% | 8.2% State Rate |
| 2016 Poverty Rate ¹ | 13.6% | 12.1% | 11.7% | 13.4% State Rate |
| 2016 Number of People in Poverty ¹ | 44,600 | 9,681 | 11,600 | 5,880 Median |
| Worked outside County of Residence ¹ | 19.5% | 56.2% | 34.5% | 23.0% |

Source: U.S. Census, Factfinder. <https://factfinder.census.gov>. July 2017.

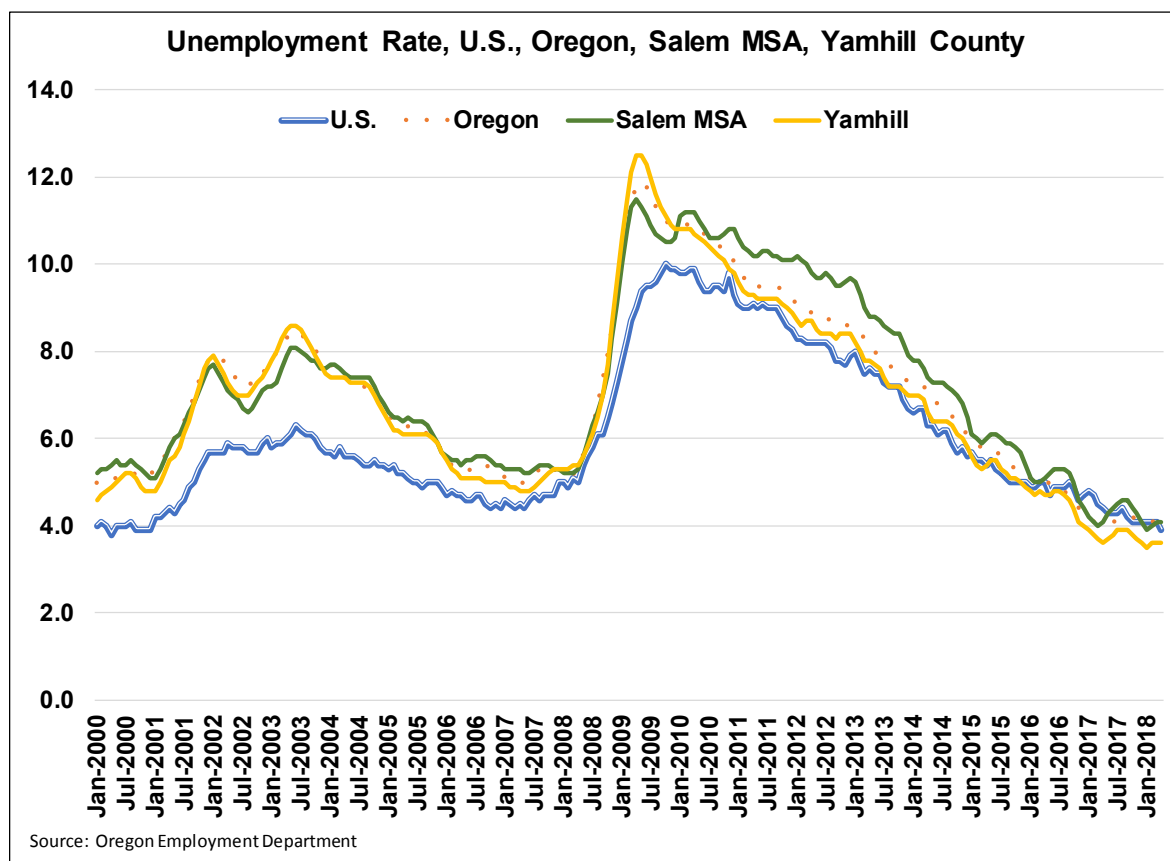
Figure 8 Per Capita Income, Oregon, Polk, Yamhill and Marion Counties, 1969-2015



Source: Oregon Employment Department, November 2017 Unemployment

Unemployment in the three-county area has traditionally tracked closely with the state as a whole and has been higher than the national average until early 2015. Unemployment from the most recent recession peaked in 2009 but has been declining. Of the three counties, Yamhill County experienced the highest unemployment rate at 12.5 percent as a result of the recession.

Figure 9 Unemployment Rate, U.S., Oregon, Salem MSA, Yamhill County



Analysis of Regional Economic Opportunities

Industry Clusters

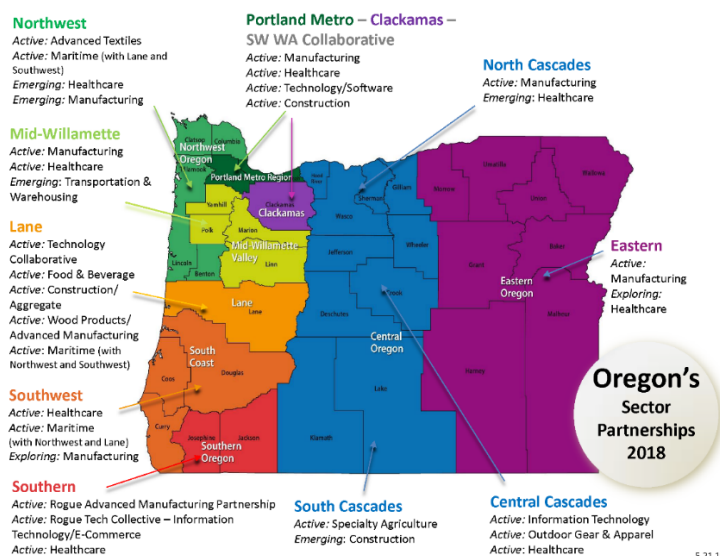
One of the common strategies for economic development efforts is to focus on developing industries a region is particularly well-suited for because of one or more comparative advantages. Known as “cluster-based strategy,” this method is supported by numerous economic development efforts including the State of Oregon, private sector efforts through the *Oregon Business Plan* and national initiatives supported by the U.S. Economic Development Administration (EDA).

Current state-recognized clusters include²:

- Advanced Manufacturing, including high value-added advanced materials in metals, machinery, aerospace and medical products;
- High technology/software, including semiconductors, internet publishing companies, systems designers, and data centers and information technology;
- Forestry and products, including wood production and advanced technologies advance innovation and efficiencies in the industry;
- Food & beverage, including the production of high quality products such as craft beer, wine, cheese, and organic foods;
- Outdoor gear and apparel, including companies and Oregon’s outdoor culture and tourism; and
- Business services, including professional and technical services like consulting, advertising, graphic design and marketing research serving clients worldwide.

Mid-Willamette Valley Industry Clusters

More regionally, the State of Oregon Workforce Investment Board has identified Manufacturing; Healthcare; and Transportation & Warehousing (May 2018) as sector strategies for the region:



² Business Oregon Strategic Plan, 2018-2022.

The Willamette Workforce Partnership and SEDCOR have identified the first four industry clusters below as having a strong comparative advantage in the Mid-Willamette Valley region:

- **Advanced Manufacturing** – As markets and technologies have evolved over time, the region’s highly competitive manufacturing industry has continued to improve value and customers and increased innovative practices. Many of the region’s firms compete globally and the region’s manufacturing sector has an extensive supply chain that supports this robust and growing industry.
- **Agricultural and Food Processing**- This cluster includes a series of agri-business activities ranging from farming to manufacturing of both commodity and specialized food and beverage products. Specific niches with particularly high area concentration include tree nuts, fat/oil refining, dry/evaporated dairy products, ice cream/frozen desserts, dry pasta and tortilla manufacture, snack foods, spice/extract manufacture, and wineries. Of these specialty food industry niches, job growth was noted for ice cream and snack food manufacture and for area wineries. The sector is also extremely productive with nearly 20 percent of gross farm sales in the entire state of Oregon produced in the three-county region.
- **Wood Products and Forestry (including Logging)** – This cluster includes industries with high concentrations in manufactured housing and prefabricated wood building manufacturing to furniture. However, compared to other parts of the state, regional specialties are relatively limited – to prefabricated end-use products.
- **Transportation and Distribution** – With a central location and proximity to Oregon’s three largest population centers, with Portland (50 miles to the north) and Eugene (60 miles to the south). The region is strong in manufacturing and distribution for those doing business in the West.
- **Government** - The Mid-Valleys government sector accounted for more than one-in-five jobs (22.2 percent) in the area. The large amount of state government employment in Salem is the main reason the Mid-Valley has a larger than normal share of public sector employment.

Regional Strengths, Weaknesses, Threats and Opportunities (SWOT)

As part of the strategic planning process, a SWOT analysis was completed by the Regional Strategy Committee to better understand the factors and influences that impact the region’s economic development efforts in the future. Factors considered as part of the SWOT analysis for the Mid-Willamette Valley, are described in the **Table 2** below.

Table 2 Mid-Willamette Valley Strengths, Weaknesses, Opportunities and Threats Analysis

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> • Land availability (shovel ready industrial such as Mill Creek Industrial) • Water availability (ability to provide service to current large water users) • Climate (year-round activity possible) • Hydroelectric power (Salem Electric 90%) • High quality soils that can grow a variety of product • Abundant natural resources • Existing industry clusters (ag/food processing, forestry, metal manufacturing) • High quality mid-level employee base (e.g. Home Depot distribution center) • Location along I-5 corridor • Abundance of cultural events and local activities • Proximity to colleges, universities • The region is “clean” (e.g. green space, clean water & air, well organized, little/no sprawl) • Proximity to the Oregon State Capitol & legislative issues | <ul style="list-style-type: none"> • Employment base of higher skilled and jobs lacking • Lack of higher wage jobs • Transportation issues: <ul style="list-style-type: none"> ○ Roads/railroads/bridges ○ connection to the I-5 corridor ○ limited air service • Sell ourselves short (“step-child” to Portland), need to be proud of and market region better • Reliance on personal vehicles and limited public transit availability • Shifts in local government policy (e.g. no growth policies make it difficult to plan for regional impacts of growth). • Lack of adequate infrastructure (power, water/sewer) in rural areas/Provision of broadband to rural areas • Industrial land availability/readiness regionwide (limitations on expansion to meet current and future land demand) • Urban-rural differences and need to support both (also an opportunity) |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Tremendous amount of raw materials that can be converted to value added manufacturing • Access to Pacific Rim trade, markets • Health care/professional services are growing industries • Need to harness willing and able work force/Growing population and work force • Increasingly diverse population provides new ideas and creativity • Urban-rural differences and need to support both (also a weakness) | <ul style="list-style-type: none"> • Politics surrounding federal resources (economic and natural resources) • Oregon/region’s population relative to other more populated areas (federal investment goes to population centers) • Oregon’s land use laws: <ul style="list-style-type: none"> ○ not as friendly to business siting ○ harder to be shovel ready due to increased uncertainty (lengthy/costly approvals) ○ wetland issues and inconsistent environmental regulations • Funding of education system (K-12 public education system is broken) • Access to affordable housing, especially as the Portland metro region becomes more expensive and forces residents and businesses southward |

State and Local Economic Development Efforts

The following section provides a synopsis of major economic development initiatives at the state and local levels. Additional information on economic development partners in the Mid-Willamette Valley region may be found in Appendix D.

Oregon Capital Scan. The 2016 report builds upon the 2012 and 2014 iterations to follow a framework of data sourcing established in 2014 and draws comparisons by region and type to assess if capital flows are increasing or decreasing over time. Results from the 2016 plan reveal that there has been a strong improvement in the early stages of the company formation ecosystems (i.e., a rapid growth in accelerators/incubators and a surge in seed, angel and crowd funding system as well as the expansion of resources around the State to support new company formation). According to the 2016 plan, while gaps outlined in the 2012 plan continue to exist at varying levels, there have been meaningful increases and improvements in the growth capital continuum such as:

- (1) The Start-Up Place to be in Oregon has Expanded Beyond Portland
- (2) Increase Resources for Working Capital Investment Funds
- (3) Support Mid-to-Late Stage Resident Institutional Investment Funds and Funds Specific to Statewide Target Sectors
- (4) Create Better Linkages Between Capital Providers and Networks/Work to Create Clearinghouses for Investment Opportunities
- (5) Provide Increased Training Opportunities for Expansion-Stage Management/Increase Available Pool of Experienced Management Talent
- (6) Foundations Should Continue to Seek to Accelerate Implementation of Local Investing Activities

Relationship with the Mid-Willamette Valley CEDS: Consistent with the State Oregon Capital Scan, the Mid-Willamette Valley CEDS focuses in part on implementing projects and activities that create living wage jobs and support new industry and innovation. Through the implementation of this Strategy, the Partnership Board and the MWVCOG will continue to coordinate with state agency partners in the provision of lending and narrowing the gaps in these important services and resources.



The Oregon Business Plan. In 2002, the Oregon Business Council launched the Oregon Business Plan (OBP), a strategic framework for public and private officials to work together to create the environment that helps Oregon traded-sector clusters succeed.

The Plan identifies the following cluster industries –

groups of similar firms, their suppliers, and **employees – in Oregon:** (1) High Tech, (2) Natural Resources, (3) Advanced Manufacturing, (4) Aviation, (5) Clean Technology, and (6) Footwear, Apparel and Outdoor Gear.

The Oregon Business Plan framework is built around 4Ps for Prosperity- conditions essential to promote high-wage job growth in Oregon- (1) **People:** A talented workforce, (2) **Productivity:** Quality infrastructure, resource utilization, competitive regulations and business costs, (3) **Place:** A high quality of life that attracts and retains talented people, and (4) **Pioneering Innovation:** A culture of research, commercialization and innovation in product and process design. To achieve these goals, the Oregon Business Plan focuses on four elements identified as central to continuing to enhance conditions for economic success, centered around the 4Ps above. They are:

- (1) **Do No Harm.** When the economy is doing well, it is easy for policy makers to take their eye off the ball of economic development and imprudently adopt policies and regulations that damage Oregon's long-term economic prospects.

- (2) **Connect Education to Careers.** Explore ways to build on recent progress on equitable access and outcomes for traditionally under-represented learners and help adults gain the additional education and skills necessary to remain productive in a rapidly changing economy.
- (3) **Make Better Use of Our Abundant Natural Resources.** Explore how to ensure that Oregon taps the talent necessary to maintain a vibrant natural resource economy in the years ahead.
- (4) **Tackle Oregon's Housing Supply Crisis.** Insufficient housing supply constrains both human potential and economic growth.

Relationship with the Mid-Willamette Valley CEDS: The Mid-Willamette Valley is fortunate to have strong representation in three (3) of the industry clusters identified in the Oregon Business Plan. These industries include, High Tech; Advanced Manufacturing; and Natural Resources. The MWVCOG and its economic development partners will continue to support efforts that strengthen these industry clusters and search for other ways to collaborate and interact with Oregon Business Plan partners in the future.



Local Workforce Investment Strategy (Willamette Workforce Partnership). The Willamette Workforce Partnership, formerly Incite, Inc. and JobGrowers, is the local workforce development board serving Lincoln, Marion, Polk and Yamhill counties that provides a number of workforce development services to businesses, job seekers and the greater communities. The mission of the Willamette Workforce Board

is to be the visionary driver of Workforce Innovation and Opportunity Act investments throughout the workforce area and promote economic growth and support local business. In December 2015, the workforce board adopted the following Strategies and Goals (2.1)

Examples of these services include business consortia support services for the High Performance (lean manufacturing) Consortium. This consortium provides opportunities for member businesses to collaborate, leverage scarce resources and create coordinated solutions to workforce problems. Other targeted sector work includes engagement of the Transportation, Warehouse and Distribution sector, and the Health Care sector.

Strategy 1 for Industry

- Goal 1: Listen to business and analyze workforce needs.
- Goal 2: Convene key industry sectors to identify common challenges.
- Goal 3: Develop and execute a plan of action that includes willing community partners.
- Goal 4: Seek out and effectively align resources to support identified solutions.

Strategy 2 for Individuals

- Goal 1: Support meaningful interactions that are critical to influencing personal commitment to skill development.
- Goal 2: Develop understandable and accessible pathways unique to each individual.
- Goal 3: Facilitate improved connection of regional employers to the education system so that the emerging workforce is prepared for employment.

Strategy 3 for Interdependence

- Goal 1: Conduct resource mapping of workforce partners.
- Goal 2: Convene workforce system partners to build relationships and promote effective use of resources.
- Goal 3: Evaluate opportunities for coordinated information and data sharing enabled by the use of technology.

Strategy 4 for Innovation

- Goal 1: Increase opportunities for the development and retention of high quality provider staff.

Goal 2: Facilitate transparent communication within the system and development a method to evaluate system-wide impact.

Goal 3: Seek out and support creative thinking and innovative ideas.

Goal 4: Coordinate efforts to improve customer experience toward meaningful career matches.

Relationship with the Mid-Willamette Valley CEDS: The availability of a skilled labor force to serve the needs of existing and potential businesses interested in locating in the region, is recognized as a critical element necessary to improve economic conditions within the region. Many companies within the region, especially manufacturers, have indicated difficulties in finding qualified employees needed to fill vacant positions. This trend is likely to continue with an aging workforce and many experienced, senior level employee positions retiring within the next five (5) years.

MWVCOG, and the Mid-Willamette Community Development Partnership Board, will continue to support efforts of the Willamette Workforce Partnership (WWP) and others to develop a skilled workforce. Examples of ways economic development organizations can assist WWP efforts as described in the adopted Goals above include: Strategy 1, Goal 3: Develop and execute a plan of action that includes willing community partners; Strategy 3, Goal 1: Conduct resource mapping of workforce partners; and Strategy 3, Goal 2: Convene workforce system partners to build relationships and promote effective use of resources.



Marion County Economic Development Strategic Plan. In 2018, Marion County developed an economic strategic plan to define the Board's goals and objectives and allocate staff and financial resources. The plan continues the work to "Advance Marion County's economy by working with policymakers, community leaders and entrepreneurs to grow the economy, increase employment, and improve the standard of living."

The Plan identifies five (5) goals: (1) Build organizational capacity; (2) Strategic use of land; (3) Create business opportunity; (4) Natural resource innovation; and (5) Foster a great place.

The associated action plan and budget outlines a work plan and project list for 2018- 2022. Examples of these budgeted action items include: improving internal business practices to increase nimbleness, a number of long-range industrial land supply and community development investments, capitalizing small business loan and equity funding programs with regional partners, support of workforce housing initiatives, investments in our agri-business and food processing industries, and funding for the smaller cities working on their own community development projects. There are also investments in workforce training, tourism and traditional retention and recruitment activities.

Relationship with the Mid-Willamette Valley CEDS: The CEDS, consistent with the Marion County Economic Development Strategic Plan, recognizes the importance of supporting economic development through the five (5) Plan goals in an effort to stimulate job creation within the region, including: Ensuring an adequate supply of capital to support business (Goal 1, Objective 1.2); Ensuring an adequate supply of developable land (Goal 1: Objective 1.6); and Helping communities building upon their existing strengths and unique assets to develop their own niche economic opportunities (Goal 2, Objective 2.1). The Mid-Willamette Valley CEDS also identifies and prioritizes the need for better communication and coordination among policy makers, community leaders and entrepreneurs in achieving the identified goals.



Grow EDC. Grow EDC a local non-profit organization committed to leveraging grassroots resources and helping businesses grow in the string of small towns east of Salem, from Aumsville to Idanha. Formerly known as the North Santiam Canyon Economic Development Corporation, GROW offers free, confidential, one-on-one business coaching to any entrepreneur in

the area who wants to open, expand or improve a business. GROW EDC also provides opportunities for peer to peer learning/group learning events and opportunities for entrepreneurs, organizations and communities to collaborate effectively with one another, in addition to facilitating economic development projects.

Relationship with the Mid-Willamette Valley CEDS: Objectives of the CEDS that are consistent with Grow EDC’s mission include: Providing adequate infrastructure to support economic development-including ensuring access to broadband (Goal 1, Objective 1); Ensuring an adequate supply of capital is available to support business development (Goal 1, Objective 1.2); Supporting opportunities for business growth and development (Goal 1, Objective 1.7); and Increasing economic opportunities for disadvantaged and disenfranchised populations and individuals (Goal 2, Objective 2.6). One of the most recent issues identified in the region is access to microloan resources for start-up companies that may not have access to capital through traditional means. Evaluating what resources are currently available and identifying ways to fill gaps in microenterprise resources is identified as an action item in the CEDS Action Plan.



Polk County Economic Development. The Polk County Comprehensive Plan (2009) identifies five (5) economic development goals:

(1) To achieve a rate or pattern of economic activity which will relieve chronically high levels of unemployment and underemployment; (2) To provide an atmosphere conducive to economic activity with an emphasis on private sector activity; (3) To provide access to current social and economic trend information as it pertains to economic development in the region; (4)

To avoid over-reliance on one industry; and (5) To provide for and maintain a viable economy while preserving the present sense of community and high level of environmental quality.

These five goals are in turn supported by more specific economic development policies, which further describe how the goals will be implemented and achieved.

Relationship with the Mid-Willamette Valley CEDS: Polk County has experienced a severe decline in manufacturing jobs within the past 10 to 15 years, due in part to changes in the forest products industry. The County however, remains one of the largest agricultural producing counties in the state and has experienced a large increase in the number of wineries within the past ten (10) years. One of the economic strategies identified in the CEDS that Polk County and the Mid-Willamette Valley region is well suited to is the acceleration of value-added food and beverage products. MWVCOG and the Partnership Board will continue to work with Polk County and regional economic development partners to develop the infrastructure and business resources needed to support these types of operations, consistent with CEDS Goal 1, Objective 1.5 Promote regional competitive advantage and 1.7 support opportunities for business growth and development.



SEDCOR. The Strategic Economic Development Corporation (SEDCOR) is a private, non-profit membership organization that serves as the lead business recruitment agency in Marion, Polk and Yamhill counties. The mission and vision of SEDCOR is to “leverage the strength of our public and private partnerships to

aggressively retain and attract high value jobs and capital investment, while providing member services that support the region's business success." SEDCOR has the following objectives to help implement their 2015-2017 vision:

- Retention and expand traded sector businesses,
- Recruit traded sector companies,
- Tell the region's business story, and
- Grow the community business network.

Relationship with the Mid-Willamette Valley CEDS: The CEDS shares many of the same goals and objectives with SEDCOR to promote regional economic development. The CEDS also focuses on economic development through maintaining and promoting livable, vibrant communities needed to attract and retain skilled employees and attract new businesses interested in moving their company to a region with a high quality of life. MWVCOG through the action items identified in the CEDS will continue to support the efforts of SEDCOR to help recruit new businesses and retain and expand existing businesses in the future.



Yamhill County Agri-Business Community and Economic Development Plan. In 2009, Yamhill County completed a study that looked at the future of two key industries in Yamhill County - agriculture and tourism (Barney & Worth, 2009). Currently Yamhill County has a very successful and diverse agricultural base that results in \$300 million dollars in sales annually. Yamhill County is also recognized as one of the nation's premier wine producing regions. Alongside this trend is an increase in visitors to the region, which are estimated at 1.5 million visitors per year. Despite this increase in visitors, the County struggles to fully capitalize on this opportunity as witnessed by a low

visitor spending per capita, which is below statewide averages and less than comparable visitor destinations. The Plan identifies the development of new lodging facilities and other visitor attractions to help lengthen visitor stays, and attract repeat visits to the region. Some of the challenges identified to achieving the development of tourism facilities include infrastructure constraints such as water, sewer and transportation access, in addition to land use barriers such as local zoning ordinances and potential conflicts with state agricultural zoning requirements.

Relationship with the Mid-Willamette Valley CEDS: In 2017, Yamhill County partnered with the University of Oregon, the Mid-Willamette Valley Council of Governments, and the Chehalem Valley Innovation Accelerator in the development of the YES Collaborative, a program focused on two measurable outcomes: (1) building an effective and sustainable economic development collaborative, and (2) implementing key actions identified in each of five priority community development areas: Transportation, Workforce and Talent Development, Housing, Infrastructure, and Land Availability/Use.

The CEDS objectives consistent with the Yamhill County Agri-Business Community and Economic Development Plan and current efforts under the YES Collaborative include: Goal 1, Objective 1.1 – Providing adequate infrastructure to support economic development opportunities, Goal 2, Objective 2.1 – Help communities build on their existing strengths and unique assets to develop their own niche economic opportunities, and Goal 2, Objective 2.5 – Improve access to recreation opportunities. MWVCOG and the Partnership Board will continue to work with Yamhill County to help overcome the barriers to economic development identified in the 2009 Agri-Business Plan and new priorities and tasks identified under the YES Collaborative process that would allow the County to take advantage of economic opportunities associated with the County's rich agricultural and tourism related assets.

Regional Goals and Objectives

The Mid-Willamette Valley Economic Development Strategy is organized around the following regional economic development goals and objectives.

GOAL: To improve the regional economy in a manner that maintains and enhances the overall livability of the region.

Goal 1: Support opportunities for employment growth with a focus on increasing the number of living wage jobs in the region.

Objectives:

- 1.1 Provide adequate **infrastructure** to support economic development.
- 1.2 Ensure an adequate supply of **capital** to support business development.
- 1.3 Reduce **barriers** and obstacles to economic development and employment growth.
- 1.4 Support opportunities for **workforce** development.
- 1.5 Promote regional **competitive advantage** for traded sector development.
- 1.6 Ensure an adequate supply of developable **land** is available for new and expanding businesses throughout the region.
- 1.7 Support opportunities for **business growth** and development.

Goal 2: Maintain and promote vibrant, livable communities.

Objectives:

- 2.1 Help communities build on their existing **strengths** & unique assets to develop their own niche economic opportunities.
- 2.2 Encourage **downtown** revitalization.
- 2.3 Provide technical support for adequate **planning** and managed growth.
- 2.4 Promote community festivals, events and **cultural** activities.
- 2.5 Improve access to **recreation** opportunities.
- 2.6 Increase economic opportunities for **disadvantaged** and disenfranchised populations and individuals.

Goal 3: Support efforts to improve the regional economy through partnerships and regional collaboration.

Objectives:

- 3.1 **Coordinate** regional economic development efforts with other agencies.
- 3.2 Promote **collaborative** projects that maximize and **leverage** economic development programs and efforts to avoid duplication of services.

The most important goal and objective identified by the Regional Strategy Committee was Goal 1, Objective 1 – **Provide adequate infrastructure to support economic development**, because of the fundamental need for infrastructure and utilities associated with attracting and expanding new businesses within the region. A critical component of this objective identified by the committee was the availability of a sufficient power supply, especially in rural areas; the ability to attract higher wage employment opportunities with quality broadband telecommunication services; and general infrastructure networks and partnerships (water, sewer, storm, transportation, and other regional infrastructure networks) to support the region.

Action Plan

This section identifies the region's Action Plan that is intended to implement the goals and objectives identified in the previous section. The Action Plan "should include a wide-range of activity types (housing, transportation, broadband, environmental, sector specific, etc.) and must be clearly linked to the goals and objectives from the strategic framework." (U.S. EDA 2018). While the primary focus of the Action Plan is long range in nature, the Plan should include a limited number of activities with the highest priority and potential for regional impact. The following Action Plan identifies the specific actions intended to implement each goal and objectives, including the timeframe, partner agencies and resources for completing each action.

The CEDS Action Plan will be reviewed periodically for further prioritization, and to identify more specific tasks and potential resources available for each action item.

Goal #1: Support opportunities for employment growth with a focus on increasing the number of living wage jobs in the region.

| Objective | Description | Actions | Timeframe | Partner Agencies | Resources |
|--------------------------------------|--|---|-----------|---|--|
| 1.1 Provide adequate infrastructure. | Infrastructure plays a critical role in the ability of local communities to respond to economic development opportunities. Examples of infrastructure needed to support economic development includes transportation networks (roads, rail, airports), and utilities (water, sewer, stormwater, power, broadband, etc.). | a. Identify rail, road and airport system improvements needed to support business opportunities and partner with public and private entities to complete needed improvements. | Mid-term | MWVCOG, Business OR/IFA, ODOT | ODOT Connect IV Grant Program, USDA, MWVCOG Small Business Loan Program |
| | | b. Identify deficiencies in power infrastructure system and ways to improve existing power infrastructure. | Mid-term | Power companies | USDA |
| | | c. Explore and support regional water projects (e.g. Sheridan/Willamina; Yamhill County). | Long term | Oregon Water Resource Dept., COG, Local gov'ts COG, Local gov'ts, Business OR | IFA Special Public Works Fund, CDBG, |
| | | d. Help communities apply for funding and manage infrastructure improvement projects to support economic development. | On-going | | EDA, IFA Special Public Works Fund, CDBG, USDA Water/Waste Loans & Grants, Comm. Facility Grants |
| | | e. Coordinate with MWACT regarding transportation improvements needed to support economic development. | Mid-term | MWACT, Partnership Board, COG, ODOT | ODOT |
| | | f. Coordinate with local communities to identify gaps/barriers to broadband and internet service providers in the region. | | Marion County, MINET | EDA, USDA |

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|---|---|---|------------|---|--|
| 1.2 Ensure an adequate supply of capital. | Businesses need access to capital resources to grow and expand. The recent recession has made it challenging for many businesses to access capital through traditional financial institutions, especially microenterprise businesses in distressed rural regions. | a. Support state efforts to expand capital resources, invest in OR businesses and make more efficient use of existing resources (OR Investment Act). | Short term | Partnership Board, MWVCOG, Business OR | USDA, EDA, SBA, Business OR, Local Financial Institutions |
| | | b. Search for opportunities to expand existing small business finance programs. | On-going | MWVCOG, VDI, OEDD | |
| | | c. Promote existing loan programs for housing and land (e.g. brochures, website, outreach). Convening a variety of capital sources/lenders. | On-going | | |
| | | | Mid-term | MWVCOG, Grow EDC, Chemeketa | |
| | | d. Evaluate existing microenterprise resources, <u>barriers to access them (e.g. standard underwriting practices)/gaps in service</u> and identify ways to overcome these barriers. | Short term | MWVCOG, Partnership Board, Utility Companies, Confederated Tribes of Grande Ronde | Oregon Microenterprise Network (OMEN), Private foundations and partners, EDA, USDA, SBA, Chemeketa Small Business Development Center MERIT Program |
| | | e. Investigate becoming a Community Development Financial Institution (CDFI) and other forms of financing (e.g. agreements with utility co-ops). | Mid-term | MWVCOG, VDI, Chemeketa SBDC, City of Independence | Willamette Angel Conference |
| | | f. Explore hosting a venture capital conference in the Mid-Willamette Valley. | | | |

| | | | | | |
|--|---|---|--|--|---|
| 1.3 Reduce barriers and obstacles to economic development. | Federal, state and local regulatory requirements can slow and stifle economic development opportunities. Reliable, predictable, and fair permitting procedures are needed to support development opportunities. | <p>a. Work with all levels of government (local, state and federal) to <u>identify creative solutions</u> to streamline and reduce timelines for development permitting procedures (<u>e.g. regional wetland permitting process</u>).</p> <p>b. Improve business climate, attitudes and perceptions by recognizing the benefits development and businesses provide.</p> <p>c. Support efforts to streamline UGB expansions procedures for immediate industrial development.</p> | <p>Mid-term</p> <p>Long term</p> <p>Short term</p> | <p>COG, Marion County EDAB, Local govt's, DLCD, other local, state and federal agencies</p> <p>Local gov'ts, DLCD, MWVCOG</p> | <p>OR Reg'l Solutions Center, DLCD TA Grant Program, ODOT/DLCD TGM Program, <u>Linn County Reg'l Wetland Permit Project</u></p> <p>Legislative UGB Workgroup, LOC, OEDA</p> |
| 1.4 Support opportunities for workforce development. | An adequate supply of well trained and skilled workforce is critical for attracting new businesses and retaining existing ones. | <p>a. Identify what critical skill sets employers require and develop training and education programs to match (e.g. mechanical skills, welding, machinists).</p> <p>b. Increase training opportunities through partnerships with local schools.</p> <p>c. Develop "Work ready communities" and support other efforts to implement the region's Workforce Development Strategic Plan.</p> | <p>Short term</p> <p>Mid-term On-going</p> | <p>Willamette Workforce Partnership (WWP), Chambers, Chemeketa, Local School Districts, SEDCOR, other local educational institutions, MWVCOG</p> | <p>Salem Chamber of Commerce Ready to Work/Ready to Learn Program, SEDCOR (Industrial maintenance operator/mechanic training) IMOM Program, WWP Sector Programs</p> |

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|---|---|---|------------|--|--|
| 1.5 Promote regional competitive advantage. | The Mid-Willamette region shares a competitive advantage in a number of established industry clusters including: agricultural food & beverage products; metals, machinery & equip; forest products; specialty materials manufacturing; and traded sector services). | a. Promote and market local and regional assets (e.g. Minet, Salem and Aurora Airport, etc.). | Long term | Local gov'ts, MWVCOG, SEDCOR, Business OR, Travel Salem, Chambers | Department of Land Conservation and Development (DLCD), RST |
| | | b. Support efforts that strengthen regional industry clusters <u>(See also Obj.1.7 below.)</u> . | On-going | SEDCOR, WWP, MWVCOG, | OR Clusters Network |
| | | c. Explore opportunities to develop shared commercial kitchen and regional food hub facilities. | Short term | Local gov'ts, Farm bureaus, MWVCOG, Grow EDC | USDA Community Food Projects Program, EDA |
| 1.6 Ensure an adequate supply of developable land <u>throughout the region.</u> | Sufficient amounts of vacant and redevelopable land sites are needed to support a variety of economic development opportunities. | a. Increase the amount of shovel ready land sites within the region. | Long-term | Business Oregon, DLCD, Local gov'ts, <u>EDA</u> | Industrial Site Certification, SB 766, Central OR Reg'l Industrial Lands Project |
| | | b. Study success stories and figure out how to replicate them (e.g. Mill Creek). | Mid-term | | |
| | | c. Assist communities with maintaining up-to-date plans and adequate supplies of buildable employment and housing land needs. | On-going | Local econ. dev. agencies | DLCD |
| | | d. Explore development of a region-wide housing plan to support communities in the provision of workforce/attainable housing to support wide ranging workforce needs and housing types. | On-going | Local Housing Authority, DLCD, COG Board, Federal partners, Local developers and lenders | DLCD, County, Develop a toolkit (DLCD model plan) |

| | | | | | |
|--|--|---|-----------|---|--|
| 1.7 Support opportunities for business growth and entrepreneurial development. | Small businesses help improve regional economic conditions through innovation and job creation. Regional economic development efforts should support and help foster small businesses growth and development by being responsive to local business needs and issues. | a. Increase utilization of the Chemeketa Small Business Incubator Program through better communication and awareness, increased responsiveness to business needs, and connections with regional industry cluster needs. | Mid-term | Chemeketa, SEDCOR, Marion County, MWVCOG, WWP, Business Oregon Partnership Board, | Chemeketa Small Business Development Center (SBDC) Programs and Services |
| | | b. Identify business needs and potential ways to meet these needs through public/private partnerships. | On-going | Local Chambers, Grow EDC Local universities, colleges, | |
| | | c. Explore opportunities to partner with colleges and universities to increase commercialization of new technology. | Long-term | MWVCOG, Business OR | EDA i6 Challenge, OR InC |

Goal #2: Maintain and promote vibrant, livable communities.

| Objective | Description | Actions | Timeframe | Partner Agencies | Resources |
|---|--|--|-----------------------|---|--|
| 2.1 Help communities build on their existing strengths & unique assets to develop their own niche economic opportunities. | Each community within the region has its own set of unique assets that make it desirable for certain types of economic development. By having a better understanding of these advantages, communities can better promote themselves and expand economic opportunities related to these assets. | a. Help communities identify their individual strengths and assets <u>through the development of local economic opportunity analyses (EOAs)</u> . | On-going | MWVCOG, Local gov'ts, DLCD, SEDCOR, Business OR | DLCD TA Grant Program, EDA, USDA |
| | | b. Help communities market their economic opportunities and assets. | On-going | Travel Salem, Chambers of Commerce | Regional Solutions Team (RST), Business OR; Oregon Economic Development Assoc. (OEDA) |
| | | c. Help communities gain a better understanding of what resources are available to promote economic development (<u>e.g. urban renewal</u>) and provide technical support, as requested. | Mid-term | MWVCOG, Business OR, USDA, EDA | |
| 2.2 Encourage downtown revitalization and investment. | Vibrant downtowns that promote a sense of place are important for attracting and retaining an educated workforce and living wage employment opportunities. | a. Help communities improve and invest in their downtowns. b. Encourage communities to utilize their downtowns more fully (e.g. hosting events/activities, encouraging employers to locate downtown). | On-going Long term | MWVCOG, Local gov'ts, SHPO, Downtown Business Assoc, Chambers | OR Main Street Program, TGM Code Assistance, urban renewal, business/economic improvement districts, Rural Development Initiatives (RDI) |

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| 2.3 Provide technical support for adequate planning and managed growth. | Thoughtful planning is needed to ensure community assets and resources are preserved and enhanced through future growth and development. Well-planned communities are needed to provide efficient transportation networks and affordable housing opportunities. Plans are also needed to promote disaster preparedness and resilient communities. | <ul style="list-style-type: none"> a. Work with universities and higher education institutions to provide technical support and assistance for needed planning projects. b. Help facilitate regional planning projects. c. Investigate whether the sustainable cities initiative can be done on a regional basis. d. Help communities maintain updated plans. | <ul style="list-style-type: none"> Mid-term On-going Short term On-going | Universities, community colleges, Local gov'ts, MWVCOG | <ul style="list-style-type: none"> HUD Sustainable Communities Program, DLCD Grant Program, HUD Choice Neighborhood Program Univ. of OR Sustainable Communities Program DLCD |
| 2.4 Promote community festivals, events and cultural activities. | One of the assets of the Mid-Valley region is the number of community festivals, events and cultural activities that occur year-round. These events also serve as opportunities to promote economic development through tourism. | <ul style="list-style-type: none"> a. Coordinate and cross-promote events throughout the region. b. Support the development of regional tourism initiatives and efforts. c. Development community walking maps to highlight unique cultural and historical landmarks within our region. | Long term | Travel Salem, Chambers of Commerce, Local communities, Confederated Tribes of Grande Ronde, Grow EDC | HEAL Cities |

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| <p>2.5 Improve access to recreation opportunities.</p> | <p>Recreation opportunities promote healthy, livable communities that are desirable for attracting and retaining a skilled workforce. Recreation opportunities can also serve to promote economic development opportunities through tourism.</p> | <p>a. Help communities search for resources and apply for funding needed to provide more recreation opportunities.</p> <p>b. Support regional recreation projects (e.g. Yamhill Hwy 47 rail corridor, North Santiam Canyon).</p> | <p>On-going</p> <p>On-going</p> | <p>MWVCOG, MWACT Local gov'ts, <u>Local school districts</u></p> | <p>Connect OR, OR Bike/Ped Program, ODOT TEM Program, OR Parks Dept., Private foundations, Bikes Belong, KaBOOM!, Carol White Physical Education Program,</p> |
| <p>2.6 Increase economic opportunities for disadvantaged and disenfranchised populations and individuals.</p> | <p>There are many areas within the region with substandard economic conditions. Economic development efforts should target economically distressed communities and individuals to improve conditions in these areas.</p> | <p>a. Support economic development efforts that assist economically distressed individuals and communities.</p> | <p>On-going</p> | <p>MWVCOG, WWP, OR Employment Department, Chemeketa</p> | <p>Local, state and federal workforce investment assistance, EDA, University of OR Latino Business Development Study, 21st Century Comm. Learning Ctr Program</p> |

Goal #3: Support efforts to improve the regional economy through partnerships and regional collaboration.

| Objective | Description | Action | Timeframe | Partner Agencies | Resources |
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| 3.1 Coordinate reg'l economic development efforts with other agencies. | The Mid-Valley is fortunate to have many talented economic development professionals serving the region. With this strength comes the need for strong coordination between agencies in order to ensure scarce resources are utilized to their fullest potential. | <p>a. Participate in economic development councils and boards to stay apprised of community needs and explore opportunities to work together on projects.</p> <p>b. Support and promote the efforts of local agencies providing business recruitment/expansion services, workforce training, small business assistance.</p> <p>c. Maintain an up-to-date Regional Comprehensive Economic Development Strategy (CEDS).</p> | On-going | MWVCOG, Partnership Board, Local gov'ts, OEDDs, Business OR, SEDCOR, WWP, Chemeketa, GROW EDC, <u>McMinnville Economic Development Partnership (MEDP)</u> | EDA, Chemeketa Small Business Center |
| 3.2 Promote collaborative projects that maximize and leverage economic development programs and efforts. | Greater collaboration is needed between various levels of government and with private and non-profit partners in order to create more effective economic development efforts that have a greater impact on the region. | <p>a. Work collaboratively with federal, state, regional and local development agencies and programs.</p> <p>b. Provide support for regional economic development initiatives.</p> | <p>On-going</p> <p>As needed</p> | <p>MWVCOG, EDA, Business OR, Regional Solutions Team (RST), WWP, SEDCOR, Chemeketa, Local gov'ts, GROW EDC, MEDP</p> | <p>EDA, USDA, OR Regional Solutions Teams, <u>Governor's 10-yr Plan</u></p> |

Additional information on regional economic development partners and resources may be found in Appendix D and E.

Regional Planning Process

A description of the planning process used to create the Regional Economic Development Strategy is provided as follows:

Step 1: Data gathering – This step involved obtaining up to date demographic and economic data needed to better understand current regional conditions. Data was gathered from a variety of sources including the Oregon Employment Department (OED), U.S. Bureau of Economic Analysis (BEA), American Community Survey, the U.S. Census, interviews with local businesses and economic development professionals. Information was also gathered from recent economic development related planning documents. This information was used to create the Regional Profile found in Chapter 1 and Appendices A-C.

Step 2: Data analysis and synthesis – This step included an analysis of the planning implications associated with the data collected as part of Step 1 above. The outcome of this analysis was the identification of regional economic opportunities and a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis found in Chapter 2.

Step 3: Identify regional needs and investment priorities – Step 3 involved working with local governments and other economic development partners to identify regional economic development needs and investment priorities. Project needs are a compilation of Regional Solutions Team (RST) Investment Priorities (most competitive projects based on project readiness, match availability and regional significance); and 2. Other Community and Economic Development Investment Needs as compiled by MWVCOG in relation to the on-going Agora Investment Platform (on-line) and project needs lists submitted to MWVCOG staff. Staff reviewed previously identified regional goals to ensure major infrastructure needs and opportunities, as well as non-construction related activities such as completing feasibility and economic development planning studies, can be aligned under identified *Regional Goals and Objectives* and the *Action Plan*.

Step 4: Identify regional goals and objectives, evaluate alternative economic development strategies – This step includes an update of the regional goals and objectives as needed to address key economic deficiencies and issues, and take advantage of economic opportunities identified in Step 3.

Step 5: Develop action plan – Next an action plan was developed to implement the regional economic development goals, objectives and strategies identified as part of Step 4 above. The action plan identifies the specific actions that will be undertaken to achieve the regional goals and objectives. The action plan identifies timelines, resources and economic development partners needed to complete each action item.

Step 6: Provide public notice, review/comment period – This step includes providing public notice to interested agencies and organizations, which includes a 30-day review period for providing comments on the draft regional strategy. Notice is also posted on the MWVCOG website.

Step 7: Plan approval - Upon incorporating any written comments and revisions to the regional economic development strategy received during the public comment review period, the final draft is submitted to the Community Development Partnership Board Strategy Committee and Community Development Partnership Board (CDPB) for final review and approval. The CDPB is made up of at least 51 percent of individuals that represent the private sector.

Step 8: Monitor and evaluate plan – Step 8 involves the continual monitoring and evaluation of the Regional Comprehensive Economic Development Strategy (CEDS) on an on-going basis. The Regional Economic Development Strategy will be updated as needed to reflect current economic conditions, or at least every five (5) years.

Community and Private Sector Participation

Collaboration between public and private sector entities is critical to the overall development and successful implementation of this strategy. Private sector involvement in the development and implementation of the CEDS is described as follows.

The CEDS was developed by a steering committee, known as the Strategy Committee that consists of a mix of public and private sector representation from the larger Community Development Partnership Board (CDPB). Private sector representatives on the CPRD are appointed to represent key regional economic interests and sectors including, agriculture, construction industry, financial institutions, food processing industry, forest products industry, organized labor, manufacturing, professions, small businesses, utilities, and minority entrepreneurs.

The Strategy Committee established the regional economic development goals and objectives that guide the overall purpose and intent of the CEDS. Additionally, the Strategy Committee developed the CEDS Action Plan, which contains the specific action items for implementing the CEDS, upon guidance from the public and the CDPB generally. Action items identified in the CEDS identify the ways public and private sector entities can better work together to grow the regional economy in a sustainable manner.

Performance Measures

The most effective program evaluation and performance measures are often those that most directly address program goals and are easy to understand and track over time.

As part of efforts to continually monitor and evaluate the effectiveness of this regional economic development strategy, two (2) types of performance measures will be tracked on an annual basis:

1. Regional Economic Conditions, and 2. Programmatic Measures.

The following performance measures will be monitored under **Regional Economic Conditions**:

- A. The number of **new jobs** created in Marion, Polk and Yamhill County. Data from the Oregon Employment Department (OED) will be used to track this performance measure.
- B. The **unemployment rate** in Marion, Polk and Yamhill County. Data from OED and Stats America will be used to track this performance measure.
- C. The **per capita income** for each county as reported by the most recent U.S. Census or America Community Survey (ACS) data.

The following performance measures will be monitored under **Programmatic Measures**. These measures include activities the MWVCOG is directly or indirectly involved with:

- A. Amount of **small business loans** approved, including the amount of private funding leveraged and number of jobs created.
- B. Amount of **public infrastructure** and **community development** projected funded, including the amount of other funds leveraged.
- C. Amount of **technical assistance** and **planning projects** funded, including the amount of other funds leveraged.

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APPENDIX A: Detailed Regional Profile

Geography

The Mid-Willamette Valley region includes Polk, Marion, and Yamhill counties in northwestern Oregon, situated near the center of the Willamette River Basin. The total three-county land area is 2,629 square miles, nearly one-quarter of the total land area in the Willamette Valley. The Mid-Willamette Valley includes the state capitol, which is located in the region's largest city – Salem. The Salem metropolitan area is located approximately 50 miles from Portland and 60 miles from Eugene.

The major physical features that dominate the three-county area are Chehalem Mountain and the Coastal Range in the north, the Willamette Valley Basin and foothills through the center, the Cascade Mountains to the east and the Coast Range and valleys to the west. The average elevation of the Valley floor is about 250 feet. The Coastal Range mountains are low, rounded and heavily eroded, generally 2,500 to 3,000 feet in elevation. The Western Cascades are mostly forested with steep gorges and elevations in the vicinity of 5,000 feet are common for their highest peaks. There is a small strip of High Cascades in eastern Marion County with Mt. Jefferson rising to a peak of about 8,500 feet in the extreme southeastern corner of the county.

Climate

The three-county area enjoys a mild “modified marine” climate. Annual rainfall averages from 45 inches on the Valley floor to more than 100 inches in the Coast Range. An outstanding characteristic is the seasonal distribution of precipitation. Approximately 75 percent of the Valley's rainfall occurs from November through March with the months of July and August often having less than two percent of the year's rain. Temperatures are usually mild with mean daily temperatures in January in the 30 to 40 degrees Fahrenheit range and 65 to 70 degrees Fahrenheit in July.

Water Resources

Oregon will be a water deficient state by the year 2070, according to a State Water Resources Board study of long range water requirements. The most serious problems, however, lie east of the Cascade Mountains where vast areas are arid. The portion of the state situated west of the Cascades has a projected surplus of 14,210,000-acre feet of water in the year 2070.

The Mid-Willamette Valley has abundant rainfall, numerous rivers and streams that are also fed by melting mountain snow and adequate ground water. The major rivers such as the Willamette, North Yamhill, South Yamhill, and North Santiam play an extremely important role in handling seasonal runoffs and providing water for irrigation, municipal and industrial uses. Heavy winter precipitation upon relatively impermeable soils and rock formations leads to very heavy run-off during winter month and accounts for periodic flooding. There is a need in many areas of the Valley for better storm drainage and water storage. Population growth and development is also putting severe pressure on groundwater resources. A number of areas have been identified as “groundwater limited” by the Department of Water Resources. Municipalities such as Dayton, Hubbard, Newberg, Lafayette, Mt. Angel, and Sublimity are experiencing groundwater supply problems.

Energy Resources

The major energy resource in the three-county area and in Oregon is hydroelectric power. The Bonneville Power Administration and a number of utility companies have large hydroelectric generating

plants on the Columbia River that produce significant amounts of very inexpensive electricity for Oregon, Washington, Idaho, and portions of California. There are additional, smaller generating plants on the Willamette River and its tributaries and on some of the coastal streams such as the Umpqua and Klamath Rivers, as well as several smaller gas and oil-fired facilities.

Oregon does not produce any significant amounts of oil or gas and must import these sources of energy from outside the state. A great deal of undeveloped potential exists in the state for geothermal energy and additional hydroelectric power produced by pumped-storage installations which use surplus runoff water to generate power to pump water into upstream storage basins for use during low flow periods. The Coastal Range area has enormous potential for pumped storage installations.

Efforts to become less reliant on foreign oil have led to greater development of alternative energy resources such as solar power and biomass facilities.

Land Use

The three-counties occupy 2,629 square miles. Forest and farm woodlots comprise just over 50 percent of the region, making it the largest single usage category. Farmlands occupy approximately 42 percent of the three counties land area, far greater than the state's average of 30 percent. **Table 3** below shows the amount of land in farms in Marion, Polk, and Yamhill counties in 2007 and 2012. All three counties experienced a decline in the amount of farmland over the period, with Polk County experiencing the largest percentage of their total.

Table 3 Land in Farms, Marion, Polk, and Yamhill Counties, 2007- 2012

| | 2007 Land in Farms (ac) | 2012 Land in Farms (ac) | Change | Percent Change |
|---------|-------------------------|-------------------------|----------|----------------|
| Marion | 307,647 | 286,194 | (21,453) | -7% |
| Polk | 166,663 | 144,748 | (21,915) | -13% |
| Yamhill | 180,846 | 177,365 | (3,481) | -2% |

Source: U.S. Agricultural Census (Any irrigation status): 2007-2017.

The State of Oregon has a statewide land use planning system that requires all units of local government to prepare comprehensive plans consistent with local and state goals and policies that govern the use of all lands. In general, these policies preserve prime farmland, timberland, scenic areas, stream sides and wildlife habitats. The comprehensive plans establish urban growth boundaries for each community and identify and zone industrial, commercial, and residential areas within these boundaries, promoting contiguous compact urban growth. Lands outside these established boundaries are generally not available for commercial or industrial development.

Statewide land use laws have had a positive impact on preserving farm and forest resources; however, many urban growth boundaries that were created over 40 years ago are now beginning to build out. Some communities that lack a sufficient supply of vacant land within their urban growth boundaries (UGBs) may find it challenging to expand their UGBs due to the need for extensive and costly planning studies and appeals.

Agriculture, Forest, and Fisheries Resources

The Mid-Willamette Valley region is the most productive agricultural region in the state in terms of the total value of crops produced. All three counties have consistently led the state in agricultural sales. In 2012, Marion County led the state in the total value of agricultural products sold with sales of \$593 million, according to Dept. of Agriculture census. Yamhill County had the sixth highest in total value of agricultural products with \$281 million, followed by Polk County, which had the tenth highest sales at \$150 million. An important feature of the region's agriculture is its diversity. Rich soils, favorable climate conditions, abundant rainfall and significant levels of agribusiness investment and expertise have all contributed to the high productivity of farming in the region. For example, there are nearly 200 crops grown commercially in Marion County alone. Additionally, all three counties are key agricultural producers with Marion County routinely ranking highest among all Oregon counties in agricultural sales and Polk County often in the top ten. Approximately 40% of Marion County's land and 38% of Polk County's land is used for agricultural production. A similar portion of each county is dedicated to forestry. Marion County is a national leader in many crops including blackberries, raspberries, hazelnuts, hops, grass seed, and Christmas trees.

Another important feature of Mid-Valley agriculture is the relatively small size of most farm operations. The region's agricultural industry is not dominated by a small number of huge corporate farms, as is increasingly the case in some parts of the U.S.

The region's significant forestlands continue to be an important natural resource. Forest products employment, though still significant, makes up a smaller percentage of the region's total economy than in the past, however. Among the issues facing this resource base are changing management policies on federal forest lands that have resulted in a reduction in levels of timber harvest, increasing mechanization and other technological innovations that have resulted in greater production in forest products mills with fewer employees and continuing conflicts over the management of forest lands with respect to endangered species and other environmental issues.

Table 4 below shows the total timber acres harvested in the State of Oregon, Marion, Polk, and Yamhill counties between 2002 and 2016. Timber acres harvested in the Mid-Willamette Valley were approximately 7.4 percent of the total timber acres harvested in Oregon.

Table 4 Timber Acres Harvested, Oregon, Marion, Polk, and Yamhill Counties, 2002-2016

| | 2002 Timber Acres Harvested in 1,000 Board Feet | 2010 Timber Acres Harvested in 1,000 Board Feet | 2016 Timber Acres Harvested in 1,000 Board Feet | Percent Change (2002-2016) | Percent of Oregon Total (2016) |
|---------|---|---|---|----------------------------|--------------------------------|
| Marion | 67,724 | 52,376 | 68,721 | 1.5% | 1.8% |
| Polk | 118,606 | 95,649 | 118,823 | 0.2% | 3.1% |
| Yamhill | 120,809 | 98,232 | 96,503 | (20.1%) | 2.5% |
| Oregon | 3,922,358 | 3,226,550 | 3,888,348 | (0.9%) | 100% |

Source: Oregon Timber Harvest Data, Dept. of Forestry. 2016.

Additional Demographic Data

Table 5 Population Growth and Projections for Oregon, Marion, Polk, and Yamhill counties

| Geography | 2000 | 2017 | 2035 (proj.) | 2067 (proj.) | Average Annual Growth Rate (AAGR) 2017-2035 | Average Annual Growth Rate (AAGR) 2035-2067 |
|-----------|-----------|-----------|-----------------|-----------------|---|---|
| Oregon | 3,421,399 | 4,141,100 | 4,995,200 | -- | -- | -- |
| Marion | 284,834 | 337,773 | 405,352 | 513,142 | 1.0% | 0.7% |
| Polk | 62,380 | 81,089 | 105,217 | 149,203 | 1.5% | 1.1% |
| Yamhill | 84,992 | 106,555 | 135,096 | 177,170 | 1.3% | 0.9% |

Source: Portland State University Population Research Center, U.S. Census, MWVCOG.

Note: The official, long-term statewide forecast for Oregon was conducted by OEA in 2014 and includes a 2035 population projection. PSU will be releasing updated 50-year population forecasts starting in 2019 but until then, AAGR or forecasts for Oregon are not available.

Table 6 Population by Race, Marion, Polk, and Yamhill Counties, 2010

| Race | Marion 2010 Population | Polk 2010 Population | Yamhill 2010 Population |
|---|---------------------------|-------------------------|----------------------------|
| Hispanic or Latino | 76,594 | 9,088 | 14,592 |
| Not Hispanic or Latino | 238,741 | 66,315 | 84,601 |
| White alone | 216,758 | 60,702 | 78,448 |
| Black or African American alone | 2,906 | 394 | 784 |
| American Indian and Alaska Native alone | 3,290 | 1,380 | 1,272 |
| Asian alone | 5,790 | 1,403 | 1,418 |
| Native American and Other Pacific Islander alone | 2,254 | 201 | 163 |
| Some other race alone | 411 | 79 | 143 |
| Two of More races | 7,332 | 2,156 | 2,373 |
| Total | 315,335 | 75,403 | 99,193 |

Source: U.S. Census 2010, sorted and summarized by Portland State University, 2017.

Health Services

The Mid-Willamette Valley is served by a number of quality hospitals and medical service centers. Currently there are hospitals and large medical centers are located in the cities of Salem, Silverton, Stayton, McMinnville, Newberg, and Dallas. Providing quality medical services to rural regions continues to be a challenge, in addition to the need for smaller hospitals to update and modernize their facilities to remain competitive with larger medical centers. With an aging population, demand for quality medical facilities and services will continue to grow in the future.

Education

The Mid-Willamette Valley is home to a number of colleges, universities, and training centers. Area universities and colleges include, Willamette University (Salem), Western Oregon University (Monmouth), Linfield College (McMinnville), George Fox (various locations) and Corban College (Turner). The area also has a number of community colleges with branches located in communities throughout the region. Local community colleges in the Mid-Willamette Valley include, Chemeketa Community College, and a branch campus of Portland Community College is located in Newberg.

Cultural and Recreational Facilities

A plethora of cultural and recreational facilities provides Mid-Willamette Valley residents and tourists with activities to enjoy throughout the year. Community festivals scheduled throughout the year, such as Mt. Angel's Oktoberfest and the Woodburn Tulip Festival, provide an opportunity to experience the charm of small town hospitality and the bounty of the region's rich agricultural resources. Wine tasting tours are also popular activities as the area is home to a growing number of wineries, with Yamhill and Polk counties leading the state in acres of wine grapes harvested. Additional activities include the Spirit Mountain Casino and annual powwows hosted by the Confederated Grande Ronde Tribe.

Salem offers a number of cultural opportunities including the historic Elsinore Theater, Hallie Ford Museum, Mission Mill, A.C. Gilbert Discovery Village Children's Museum, and the World Beat Festival held every June. Recreation opportunities are available at the recently completed Kroc Center in Salem, the Dallas Aquatic Center, the McMinnville Aquatic Center, Willamette Mission State Park, Detroit Lake, and numerous parks available throughout the region. Additional attractions include the Oregon Garden near Silverton and the Evergreen Museum and Waterpark.

Environmental Quality

Air Quality: While the Mid-Willamette area can be challenged by poor air quality in late summer and early fall when polluted air gets trapped inside the valley, there are no non-attainment areas in the region according to the Oregon Department of Quality. Salem does contain a "maintenance area" which is a geographic area with a history of nonattainment, but that is now consistently meeting the National Ambient Air Quality Standard. Maintenance areas have been re-designated by EPA from "nonattainment" to "attainment with a maintenance plan," or designated by the Environmental Quality Commission. Salem-Keizer currently contain a carbon monoxide and ozone maintenance plans (Oregon Dept. of Environmental Quality, 2018).

Water Quality: The region is located within the Willamette River Basin. The Oregon Department of Environment Quality (DEQ) in response to the federal Clean Water Act identifies a list of surface water bodies that fail to meet water quality standards. This list is called the 303(d) list and is published by the DEQ every three (3) years. Plans to improve water quality must be developed when a water body is placed on the 303(d) list. Within the Mid-Willamette region, the Willamette River and several rivers and streams that fed into the Willamette have been identified as 303d rivers and streams. In 2006, the DEQ established TMDLs for temperature, mercury, and bacteria to further efforts to improve water quality in these rivers and streams.

Land Quality: The Mid-Willamette region is served by a number of solid waste disposal services, many of which offer curbside recycling programs in an effort to reduce the amount of solid waste disposed of in local landfills. The Oregon DEQ also maintains searchable databases with information on contaminated land sites throughout the state. There are a number of brownfield sites within the City of Salem and

throughout the Mid-Willamette Valley region. Additional assessment information is needed to identify the severity of these sites and the appropriate reclamation actions needed to redevelop these sites.

Population growth and the increased demand for natural resources will continue to put pressure on efforts to maintain the region's environmental quality in the future.

Natural Disasters

A major, and the most common, natural hazard the region is susceptible to is flooding. The danger of riverine flooding occurs mainly during the winter months, with the onset of persistent, heavy rainfall and during the spring with the melting of snow in the Cascade and Coast Ranges. In 1996, a major flood event was experienced in the region which caused many businesses and structures to experience substantial damages. Cities and counties within the region participate in the National Flood Insurance Program (NFIP) in an effort to reduce future effects of flooding and provide insurance to property owners that suffer damage caused by flooding.

Many areas within the region, particularly in hilly or mountainous areas, are also susceptible to landslide hazards. In general, areas with steep slopes, high groundwater tables, and highly weathered rock are prone to sliding. Human activity can increase natural slide hazards. The State of Oregon Department of Geology and Mineral Industries (DOGAMI) prepared inventories of areas throughout the state that are prone to landslide hazards. In response to these inventories, many cities have established local landslide hazard protection ordinances to reduce loss of life and property as a result of landslide hazards. Additional natural hazards the region may be exposed to include wildfires, and ice & wind storms. All three counties and some cities in the region have developed plans on ways to minimize damages caused by natural hazards and disaster preparedness via their Offices of Emergency Management, in partnership with the Oregon Office of Emergency Management. The Cascadia Subduction Zone and earthquakes, although less frequent, are another concern for the region.

In August 2017, Oregon experienced a total solar eclipse. Using the event as a resiliency exercise, the five (5) Economic Development Districts included within the "path of totality", in partnership with State and County emergency management professionals and the University of Oregon, submitted an application to the Economic Development Administration. Appendix E contains a copy of the Oregon Eclipse Economic Advantage and Resiliency Planning Project (March 2018) report.

Any major disaster could threaten the survival of local businesses and the future health and vitality of local economies. In the coming years, MWVCOG and its regional partners, with support from the Community Development Partnership Board and Strategy Committee, plan to use the recommendations from the March 2018 Oregon Eclipse Economic Advantage and Resiliency Planning report to increase collaboration and connections between the business community and economic development partners. The overarching assessment findings are summarized into three themes: Preparedness- including increased business exposure and interaction with local government and a shared/unified message amongst information and services providers; Leadership- continued engagement and relationship buildings amongst business and elected leaders as a high level of confidence in leadership and decision making was in existence; and Collaboration- while relationships exist, they can be strengthened and silos still exist at all levels.

Infrastructure

Transportation

The Mid-Willamette area is well served by major highway and rail links and large international port facilities in Portland 50 miles to the north. There is also a good system of farm-to-market roads in the most intensive agricultural areas of Marion County.

In the past, commercial passenger air service was available from Salem to Seattle, Portland, or other municipalities. Currently commercial air service is not available at the Salem Municipal Airport although the City continues to monitor and engage providers on potential service in the future. Frequent bus shuttle service is also available to the Portland International Airport from Salem and communities on the I-5 corridor such as Woodburn. The region is also served by the Aurora Airport and other smaller public airports located in Independence, McMinnville and private airports in Dallas, Sheridan, Woodburn, rural Yamhill County and Newberg which serve business or recreational users.

Amtrak provides passenger rail and bus service in Salem with service running regularly to points both north and south. Regular public transit service is provided in the Salem-Keizer area, Woodburn and most recently in Yamhill County. Transit connections are available both inter and intra regionally to transit services located in Wilsonville, Canby, Oregon City and Forest Grove. The list of transportation improvements needed in the region far exceed the availability of funding revenues. The Mid-Willamette Area Commission on Transportation, formed in 1998, reviews regional transportation issues and provides policy guidance on these issues. This body has adopted a set of strategies and proposed actions for addressing transportation needs that are available for additional reference at the Mid-Willamette Valley Council of Governments.

The most recent set of high priority transportation investment priorities identified by the Mid-Willamette Area Commission on Transportation (MWACT) are listed below (not ranked in priority order). It is important to note that, while the projects listed below are the highest priority needs for high-cost projects, there are many other transportation projects that may be needed for a strong and healthy region.

Table 7 MWACT Projects Underway (currently in some stage of development but not yet completed)

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| <p>The Newberg-Dundee Bypass (Yamhill County). Phase 1 of the bypass (a 4-mile section, 1 lane in each direction) was completed in 2017. The full bypass is an 11-mile, four-travel lane expressway. Funding for future phases has not been identified. Meanwhile, properties along the path of the next phase of the bypass are under immediate threat of development, which if developed will substantially increase the right-of-way cost of this next phase. <u>We are asking ODOT and the OTC for prompt action to help secure funds for immediate protective right-of-way acquisition for a section of the bypass.</u></p> | <p>32 million available. Phase 1 was \$250 million. Phase 2 estimated project cost of \$250 million+.</p> |
| <p>I-5 Aurora-Donald interchange (Marion County). The deficiencies of this interchange were documented in the I-5 Conditions Report in 2000 (18 years ago). ODOT characterized this location as <u>the worst unsignalized interchange on I-5, both geometrically and operationally.</u> Site distance, ramp lengths, facility spacing, access spacing, and overall operating capacity are all substandard. Because there are several trucking service businesses in the vicinity of this interchange, it is a major stopping point for hundreds of long-distance truck freight vehicles every day. This interchange also serves significant regional heavy truck freight volumes as the crossroad (Ehlen/McKay Road) is a critical link to OR219, OR 99W, OR 18, the city of Newberg, Yamhill County, and Lincoln County. Like many roads in North Marion County, the Ehlen Road/Yergen Road/McKay Road corridor also serves a high number of recreational bicyclists.</p> | <p>\$28.4 million available. Total project cost estimated at \$50 million+.</p> |

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| <p>OR22 @ OR51 (Polk County). The area where these two state highways meet has been a safety and operational concern for many years. OR22 is designated as a statewide expressway and freight route. Until recently, it was one of Oregon’s designated safety corridors with a troubling history of numerous fatal, injury, and non-injury crashes. The posted speeds are 55 miles per hour along the corridor (although, actual speeds are higher), and there are a large number of public and private access points and poor geometry in some locations. Traffic volumes on OR22 east of OR51 have increased from 29,000 (2000) to 35,900 (2014), which is a 1.5 percent annual growth rate.</p> <p>ODOT’s OR22(W) Expressway Management Plan (2010) identified the OR22/OR51 Intersection as a top-10 SPIS location with safety and operational deficiencies. The plan recommends a grade-separated interchange at OR22 @ OR51 combined with frontage/backage roads for the north and south sides of OR22 with a median barrier on OR22 and extensive closed accesses. The first phase of the plan (closing the Doaks Ferry Road access and constructing an initial short segment of the backage roads north of OR22) will be completed over the next few years, but significant funding will be needed to complete the remaining facilities recommended in ODOT’s Expressway Plan.</p> | <p>\$8 million available. Total project cost estimated at \$50 million+.</p> |
| <p>OR18 Grand Ronde (Polk County) - OR18 is a statewide expressway and freight route, a lifeline route, and a primary coastal feeder route that experiences significant congestion in the summer months along with numerous safety problems, inadequate bicycle facilities, and a lack of pedestrian facilities. Phase 1 of this project was completed in 2010 when a segment of OR18/22 was widened from two to four lanes, and the Fort Hill Interchange was constructed.</p> <p>Phase 2 (currently unfunded) will extend the four-lane section from Fort Hill past the Valley Junction (OR22) intersection. A grade-separated interchange will be constructed to replace the existing intersection at Valley Junction (OR22). Two bridges over South Yamhill River will also be replaced and widened. Median barrier improvements will be installed to prevent crossover accidents in multiple locations. While area residents will enjoy a better operating and safer transportation system, when constructed, this project will ultimately benefit mostly statewide and regional travelers by providing a safer and more reliable travel experience for freight and passenger vehicles, as well as for bicyclists and pedestrians traveling to or through this segment of the OR18 corridor.</p> | <p>No funds available. Total project cost estimated at \$50 million+.</p> |

These four major projects below are the MWACT area’s highest priorities, but there are other projects of regional and statewide significant that are important to the communities within the MWACT area:

Table 8 MWACT Highest-Priority Projects

| | |
|--|-----------------------|
| <p>Salem River Crossing (Marion/Polk Counties) – ODOT and Salem are finalizing the FEIS for the Preferred Alternative, which is a new bridge and connecting infrastructure. The FEIS and FHWA’s Record of Decision should occur in the first half of 2017. Traffic on the pair of one-way bridges (part of OR22) into downtown Salem experiences significant congestion in the peak periods, and future growth in West Salem and the region will exacerbate the bottlenecks that occur today. Traffic volumes on the bridges exceeded 91,000 vehicles per day in 2015, equivalent to traffic on Interstate-5 through Salem. The Preferred Alternative will reduce traffic congestion on the existing facilities and provide an additional crossing to accommodate emergency response vehicles in the event of restricted access to and/or closure of the existing bridge because of an emergency or other incident.</p> | <p>\$425 million+</p> |
|--|-----------------------|

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|---|---------------|
| OR22 @ Cordon Road interchange (Marion County) – Cordon Road is a principal arterial that forms part of the circumferential system around the south and east sides of the Salem-Keizer UGB area. At OR22, Cordon Road crosses over the state highway with no connections to OR22. As part of the development of the OR22 Facility Plan, in 2012 ODOT, the city of Salem, and Marion County undertook a separate study of the needs and benefits of an interchange at OR22 and Cordon Road with particular focus on the employment centers both north and south of the interchange location. The results showed an interchange would improve connectivity in the area, support economic development, improve safety, and improve detour routes for I-5 and OR 22, among other benefits. | \$30 million+ |
| I-5 @ Brooklake Road Interchange (Marion County) - This interchange needs a reconfiguration of the ramps and parts of Brooklake Road, in particular, to accommodate the significant volume of trucks that use the interchange. The area in the vicinity of the interchange includes a large cannery, May Trucking, and a large truck stop. Expansion of these businesses will be difficult due to the limitations of the interchange. Although outside the city limits, the interchange also serves city of Keizer businesses and residents, and in particular, commuters who work in the Portland area. | \$50 million+ |
| Dedicated Funding for Public Transit – (Marion/Polk/Yamhill Counties) – With the funding that is available, both the Salem-Keizer Transit District and Yamhill County Transit Area provide valuable transportation services to their customers and communities. The additional funds from HB2017 will go a long way to funding operations. However, additional funds to purchase buses and additional transit centers is needed, as well as more comprehensive service. | Unknown |

Other Infrastructure Systems

Aging water and sewer systems and the demands placed on public services by rapid population growth have resulted in a significant need for re-investment in most cities in the region. The Mid-Willamette Valley COG works closely with local and state partners, such as the DEQ, Business Oregon, the Mid-Valley Regional Solutions Team, and other EDD's, to review funding opportunities and leveraging of funds for our local communities.

The need for more infrastructure investment presents many rural communities with serious financial challenges. Among the complicating factors are:

- declining forest products and agricultural employment and lower per capita incomes in some rural cities have eroded the local tax and rate base needed to service debt;
- in other cities such as Donald, Dundee, Lafayette, and Woodburn, rapid population growth has forced sooner-than-anticipated capital spending to keep up with surging demand;
- new, more stringent health and environmental standards from state and federal regulatory agencies are requiring major new investments in facilities and equipment and, in some cases, resulting in higher operating costs.

Broadband

Another infrastructure issue is the provision of telecommunications and access to broadband services. Many networks have been put in place recently but there are still service gaps in rural areas. Larger population centers such as Salem and Keizer appear to offer enough short-term profit potential to attract adequate private investment in fiber optic lines and other necessary infrastructure improvements. Smaller,

more rural communities are often not served with this new infrastructure however. The relatively large investments of capital needed (and the slower return on investment in rural areas) may put many communities at risk of falling behind in access to information services that will be critical in the emerging information economy.

Employee Wages

An analysis on the disparity in average pay rates between comparable positions in the Mid-Willamette Valley as compared to the state and nation was included in an Economic Opportunities Analysis (EOA) completed by EcoNorthwest in 2011 (Salem-Keizer Economic Opportunities Analysis, including Marion and Polk Counties and City of Turner). The findings indicate that since the early 1980's, Oregon's per capita personal income has been consistently lower than the U.S. average. In 2007, Oregon's per capita wage was 91 percent of the national average. More recently, per capital income for Marion (\$23,348), Polk (\$24,827), and Yamhill (\$26,523) has averaged around \$24,899 - as compared to \$29,823, or 83 percent, of the national average and \$28,882, or 86 percent, of Oregon statewide (2012-2016 ACS 5-year estimate, per capital income in 2016 inflation-adjusted dollars).

Access to Capital

As identified in the 2016 and earlier versions of the Oregon Capital Scan, enabling a growing Oregon economy and inviting an entrepreneurial environment can help nurture emerging growth companies and can help make Oregon an attractive place for entrepreneurs to move to and a place to help residents pursue their dreams. Assessing gaps and improving access to available capital can help Oregon become a more supportive place for new company formation and growth. Many Economic Development Districts (EDDs), including the Mid-Willamette Valley Council of Governments, serve as regional gap financing entities recognized by the U.S. Department of Commerce's Economic Development Administration. EDDs originate, package, and administer loans through various programs. May EDD's also offer other business resources to microenterprises and small business and play a role in ensuring access to capital throughout Oregon. The table below shows the additional resources offered by EDDs in Oregon.

Table 8 Economic Development District Lending, 2014-2015

| Economic Development District | EDA Revolving Loan Fund | SBA Loans | Technical Assistance | Other |
|---|--|-----------|----------------------|---|
| Affiliated Tribes of Northwest Indians | X | | X | CDF USDA IRP |
| CCD Business Development Corporation | X | X | X | |
| Central Oregon Intergovernmental Council | X | X | | |
| Columbia-Pacific Economic Development District | X | | | Find financing for business development initiatives |
| Greater Eastern Oregon Development Corporation | Information not provided. | | | |
| Mid-Columbia Economic Development District | X | | X | |
| Mid-Willamette Valley Council of Governments | X | X | | Manage city and county RLFs |
| Northeast Oregon Economic Development District | X | | X | Community public offerings Individual Development Accounts |
| Oregon Cascades West Council of Governments (Part of CWEDD) | Information not provided. | | | |
| Lane Council of Governments (Part of CWEDD) | Information not provided. | | | |
| Greater Portland, Inc. | Does not operate EDA revolving loan fund. Other information not provided. | | | |
| South Central Oregon Economic Development District | X | | X | Rural microloan assistance |
| Southern Oregon Regional Economic Development, Inc. | X | | | |
| Technical Assistance Details | | | | |
| ATNI | Small business and entrepreneur assistance | | | |
| CCD | Grant writing Funding application support Pre-project consultation Community Development Block Grants Support through project completion | | | |
| MCEDD | Access to incentive programs | | | |
| NOEDD | Business planning classes Preparing to raise money General guidance and referrals | | | |
| SCOEDD | Business startup classes, Loan packaging assistance | | | |

Oregon Capital Scan, 2014-2015 EDD lending (2016)

APPENDIX B: Economic Development Partners

A list of organizations and agencies that provide economic development services in the Mid-Willamette Valley are described as follows.

Business Oregon

Business Oregon works to create, retain, expand, and attract businesses that provide sustainable, living-wage jobs for Oregonians through public-private partnerships, leveraged funding and support of economic opportunities for Oregon companies and entrepreneurs.

Contact: Dennie Houle, Business Development Officer, 503.581.5115, dennie.houle@oregon.gov

Website: <http://www.oregon4biz.com>

Chemeketa Small Business Development Center

The Small Business Development Center (SBDC) offers a wide range of programs designed to help small businesses improve their management skills and profitability. Examples of small business assistance services provided by SBDC include: training workshops, resource center, online resources, and international trade assistance. SBDC also provides business assistance to startup companies in Marion, Polk, and Yamhill counties through the MERIT program. MERIT supports the “underserved”-low-income, minorities, immigrants, women, the disabled, welfare recipients, the unemployed, and anyone else who has difficulty getting small business training or credit through traditional means.

Contact: Marcia Bagnall, Director, 503.399.5088, Marcia.bagnall@chemeketa.edu

Website: <http://sbdc.chemeketa.edu>

Local Chambers of Commerce

The general mission of local chambers of commerce is to promote local businesses and provide information to visitors, and prospective residents and businesses. Chambers of commerce organizations are located in the Mid-Willamette Valley communities: Dallas, McMinnville, Mill City, Monmouth-Independence, Mt. Angel, Newberg, Salem, Sheridan, Silverton, Stayton-Sublimity, Willamina and Woodburn.

Website: <http://www.chamberofcommerce.com/chambers/>

McMinnville Economic Development Partnership

The McMinnville Economic Development Partnership is a cooperative effort of the business community, city government and community leaders to attract and retain traded-sector business. MEDP is a public/private c(6) non-profit partnership of the City of McMinnville, McMinnville Water & Light, McMinnville Industrial Promotions, McMinnville Area Chamber of Commerce, and area businesses.

Contact: Jody Christensen, Executive Director, 503.474.6814, info@McMinnvilleBusiness.com

Website: www.McMinnvilleBusiness.com

Grow EDC/North Santiam Canyon Economic Development Corporation (NSCEDC)

Grow Economic Development Corporation (EDC) is a 501c3 organized to promote the economic, social, educational environment of the North Santiam Canyon region and surrounding communities. One of the

services provided by Grow EDC is a locally-driven program that offers free, confidential, one-on-one business coaching to entrepreneurs that wants to open, expand, or improve a business. Grow EDC also provides opportunities for group/peer to peer learning and helps facilitate economic development projects.

Contact: Allison McKenzie, Executive Director, 503.871.5188, allison@growsantiam.org
 Website: <http://growsantiam.org>

Oregon Department of Land Conservation and Development (DLCD)

DLCD offers a variety of resources to assist local governments in achieving their economic development planning goals; including local training events, best-practice guidebooks and monographs, Web access to data and resources, and technical assistance grants.

Contact: Angela Carnahan, 503.934.0056, angela.carnahan@state.or.us
 Website: <https://www.oregon.gov/lcd/Pages/index.aspx>

Oregon Regional Solutions Team

Regional Solutions is an innovative, collaborative approach to community and economic development in Oregon. The state, in partnership with Oregon colleges and universities, is creating Regional Solutions Centers throughout Oregon. Each will take a bottom-up approach to development projects -- working at the local level to identify priorities, solve problems, and seize opportunities to complete projects. These centers will integrate state agency work and funding to ensure that these projects are completed in the most economical and streamlined process possible.

Contact: James LaBar, Mid-Willamette Valley Regional Solutions Coordinator, 971.209.8371;
james.labar@oregon.gov
 Website: <http://governor.oregon.gov/Gov/ERT/index.shtml>

SEDCOR (Strategic Economic Development Corporation)

SEDCOR is a private, non-profit membership organization composed of over 500 business and community leaders. Their mission is to enhance and diversify the economy of the Mid-Willamette Valley. SEDCOR serves as the lead business recruitment contact in Marion and Polk counties.

Contact: Chad Freeman, President, 503.584.7300, cfreeman@sedcor.com
 Website: www.sedcor.com

Travel Salem

The mission of Travel Salem is to attract meeting, convention, and tourism business to the community, and to enhance and contribute to the overall identity and economic wellbeing of the city.

Contact: Angie Onyewuchi, Director, 503.581.4325 x126, aonyewuchi@travelsalem.com
 Website: <http://www.travelsalem.com/>

Willamette Valley Visitors Association (Destination Management Organization)

The Willamette Valley Visitors Association mission is to build awareness for the Willamette Valley as a premier year-round travel destination. Comprised of six visitors associations, the Willamette Valley

Visitors Association works to maintain the Willamette Valley as Oregon's premier wine destination, while highlighting the culture and natural resources of the region.

Contact: nfo@oregonwinecountry.org or 866.548.5018

Website: www.oregonewinecountry.org

Local Governments:

City of Dallas Economic Development Commission

Working with the Economic Development Commission, the Department monitors the City's economic development activities. The City works closely with the Dallas Area Chamber of Commerce, utility companies and community leaders to attract and retain businesses that provide quality jobs and improve the tax base.

The Department administers the Enterprise Zone with tax credits and property tax incentives available for new investments that create new jobs in the zone. Staff members also serve as project facilitators for major economic development projects to ensure timely approval of plans and permits.

Contact: AJ Foscoli, Economic Development Director, 503.831.3556, aj.foscoli@dallasor.gov

Website: <https://www.ci.dallas.or.us/769/Economic-Development>

City of Independence Economic Work Group

Contact: Shawn Irvine, Economic Development Director, 503.838-1212, sirvine@ci.independence.or.us

Website: <http://www.ci.independence.or.us/>

City of Newberg

Contact: Doug Rux, Community Development Director, 503.537.1212, doug.rux@newbergoregon.gov

Website: <http://www.newbergoregon.gov/economicdevelopment>

City of Salem Urban Development Department, Economic Development Division

Facilitating economic opportunities and private investment in Salem - attracting high quality, high growth, and high wage employment opportunities in six of the City's Urban Renewal Areas, as well as at the Salem Airport. The Economic Development Division provides staff support to the [Urban Renewal Agency](#) (Agency). The division promotes awareness of economic and community development programs, services, and economic incentives offered by the City of Salem to promote investment in the community.

Contact: Kristin Retherford, Director, Urban Development Department, 503.588.6178, kretherford@cityofsalem.net

Website: <http://www.cityofsalem.net/Departments/UrbanDevelopment/UrbanRenewal/>

Marion County Economic Development Advisory Board (EDAB)

The mission of the Marion County Economic Development Advisory Board is to serve the interests of the citizens of Marion County by providing advice and recommendations to the Board of Commissioners regarding economic development and those issues that impact economic growth within Marion County and the region. The advisory board meets the second Wednesday of every month.

Contact: Tom Hogue, Economic Development Coordinator, 503.589.3277, thogue@co.marion.or.us

Website: <http://www.co.marion.or.us/CS/EconomicDevelopment/Pages/advisoryboard.aspx>

APPENDIX C: Economic Development Resources

TRANSPORTATION AND LAND USE PLANNING GRANTS

| GRANT NAME | AGENCY INVOLVED | APPLICATION SCHEDULE | TYPES OF PROJECTS FUNDED | AWARD CRITERIA | AWARD AMOUNT |
|------------------------------------|--|---|---|--|--|
| Special City Allotment (SCA) | Oregon Department of Transportation (ODOT) | <ul style="list-style-type: none"> Annually Applications due in July. | Street repair or reconstruction | <ul style="list-style-type: none"> City population less than 5,000 existing street surface condition, traffic volume, 5-yr population growth, potential safety improvements, # of yrs since last project. | up to \$25,000 |
| Transportation Enhancement Program | ODOT | <ul style="list-style-type: none"> Annually. Pre-apps encouraged. | <p>Category 1: Transportation System Planning, including TSP updates, to give Oregonians a range of transportation choices and meet requirements of the Oregon Transportation Planning Rule</p> <p>Category 2: Integrated Land Use & Transportation Planning, to promote compact, mixed-use development supported by improved pedestrian, bicycle, transit, and multi-modal street facilities</p> | <ul style="list-style-type: none"> enhances quality of transportation experience; feasible and appropriate solution for the need; financial commitment and ability to leverage other funds; benefit to a large segment of population; priority project; meets one of other identified special emphasis criteria. | Participation requires a minimum match of 10.27% |
| Bicycle Pedestrian Grants | ODOT | <ul style="list-style-type: none"> Biannually Next app cycle for '10-11 is Spring 2008. | Design and construction of bicycle and pedestrian facilities located in public right-of-way | <ul style="list-style-type: none"> important part of a bikeway or walkway system serves multiple land uses; very high or high potential use; provides for both bicyclists & pedestrians; reduces out-of-direction travel provides a connection to another mode provides a match over and above the minimum 10%. | Requires a minimum match of 10% |

| | | | | | |
|--|---|---|---|--|---------------------------------------|
| Scenic Byways | ODOT | Variable (May in 2011) | Reimbursable program with a minimum funding application of \$200,000 | 20% match required | |
| Transportation and Growth Management Program | Department of Land Conservation and Development (DLCD)/ODOT | <ul style="list-style-type: none"> • Preapplication due December 15, 2006 • Application due in April 2006 | <ul style="list-style-type: none"> • Grants for transportation and land use planning projects; • Code Assistance for zoning ordinance updates; • Outreach Workshops for assistance with planning and design projects; • Transportation System Assessments to evaluate and update Transportation System Plans. | <ul style="list-style-type: none"> • local support • planning work (work should result in an adoption-ready plan or land use regulation amendment). • clear transportation relationship; • meets state mandates • match requirement | Requires a local match of approx. 11% |
| Main Street | ODOT (in partnership with Business Oregon and OPRD) | Applications held as resources permit. Contact Business Oregon with letter of intent | encourage economic development for viable downtowns | | grants up to \$50,000 |
| Technical Assistance Grant | DLCD | Biannually. | Update and modernize comprehensive land use plans and regulations. | <ul style="list-style-type: none"> • Plan updates that promote economic development and streamlining of development code permit processes. • Compliance with federal mandates. | |
| Planning Assistance Grant | ODOT | First come, first serve until funds are allocated | | Economic development, streamlining planning processes, intergovernmental agreements, updates to coordinated county-wide population projections, and infrastructure finance planning. | |
| Small Cities Planning Assistance Grant | | | Land use planning for cities of less than 5,000 | | \$1,000 |

PARKS AND RECREATION GRANTS

| GRANT NAME | AGENCY INVOLVED | APPLICATION SCHEDULE | TYPES OF PROJECTS FUNDED | AWARD CRITERIA | AWARD AMOUNT |
|---|---|----------------------|--|---|--|
| Land and Water Conservation Fund Grants | Oregon Parks and Recreation Department | Annually | Acquisition, development, and major rehabilitation of park and recreation areas and facilities. | <ul style="list-style-type: none"> • compliance based on past performance and accessibility; • readiness to proceed; • partnerships; • Statewide Comp Outdoor Rec Plan; • local needs and benefits; • site suitability; • fiscal considerations; • public involvement | <ul style="list-style-type: none"> • up to \$250,000? • up to 50% funding assistance |
| Local Government Grants | Oregon Parks and Recreation Department | Biennial basis | Public outdoor park and recreation areas and facilities. Land acquisition, development, and major rehabilitation projects. | | <ul style="list-style-type: none"> • Small Funds = 10 percent of available funds (max \$50,000 request) • Large Funds = maximum \$500,000 request. • 50% match for cities with pop greater than 5,000 |
| Preserving Oregon Grants | Oregon Parks and Recreation Department: Heritage Programs | Biennial | Historic preservation and heritage-related projects | <ul style="list-style-type: none"> • Priority given to properties owned by public entities or non-profit organizations. • Priority is also given to structural work that preserves the building's functionality and historic appearance. | 50/50 match |

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|---|---|----------|--|--|--------------------------------------|
| Certified Local Government (CLG) Grants | Oregon Parks and Recreation Department: Heritage Programs | | Wide range of historic preservation activities, including National Register nominations, historic property surveys, preservation education projects, preservation code development, building restoration, and preservation planning. | Available to cities and counties that have been "certified" as historic preservation partners with both the state and the federal governments. | 50/50 match |
| Historic Cemetery Grants | Oregon Commission on Historic Cemeteries | | For protection, rehabilitation, planning and education related to historic cemeteries. | | 50/50 match |
| Heritage Grants | Oregon Heritage Commission | Biennial | Wide range of heritage-related projects by local, regional, or statewide groups. | | 50/50 match |
| Museum Grants | Oregon Heritage Commission | Biennial | | Grants to public and non-profit heritage museums statewide. | 50/50 match |
| Recreation Trails Grants | Oregon Parks and Recreation Department | Annually | Maintenance and restoration of existing trails; development and rehabilitation of trailhead facilities; construction of new recreation trails; and acquisition of easements and fee simple titles to property. | | minimum 20% match |
| Technical Assistance Planning | DLCD | | planning grant update plans | | |
| Rails to Trails Conservancy | ODOT | Annually | Policy promotion; research; mapping; grants | Local governments for implementing projects that build and improve multi-use trails. | Limited to \$85,000/year nationwide. |
| Scenic Byways | ODOT | | | | |
| Transportation Enhancement Funds | ODOT | Annually | Surface Transportation Program Fund Exchange; Small City Allotment; Oregon Transportation Infrastructure Bank | | |
| Bikes Belong Grant | Private | | paths, trails, routes, lanes | | Up to \$10,000 |

COMMUNITY DEVELOPMENT GRANTS

| GRANT NAME | AGENCY INVOLVED | APPLICATION SCHEDULE | TYPES OF PROJECTS FUNDED | AWARD CRITERIA | AWARD AMOUNT |
|------------------------------------|--|--|---|--|--|
| CDBG | Infrastructure Finance Authority (IFA) | Quarterly | <ul style="list-style-type: none"> • Downtown Revitalization • Brownfield Redevelopment • Community Centers, Fire Halls and Libraries • Shelters or treatment facilities • Water and Wastewater Improvements/Plans | <ul style="list-style-type: none"> • Over 50% of served population must be low/mod income (see CDBG guidebook) • Area-wide or Direct benefit to low mod populations | Varies by project |
| Small Community Incentive Fund | OHCS | Deadline: Varies every year depending on availability of funds | <ul style="list-style-type: none"> • Downtown revitalization • Promote affordable housing • Bring industry/business to downtown (near jobs and transportation) | Completion within 12 months of award | Less than \$80,000 (may offer % in loans) |
| Federal Enhancement Program | ODOT | | Main Street improvements | | |
| Cultural Trust | Oregon Cultural Trust | Varies every year, usually very early in year | | | |
| Sustainable Communities Initiative | U.S. HUD/EPA/DOT | Annual award cycle; apps due ~July. | Comprehensive regional planning; sustainable development projects that implement regional plans. | <ul style="list-style-type: none"> • Projects must be consistent with 6 livability principals and grant objectives; • Must provide at least 20% of project funds must be provided by leverage resources (includes in-kind) | Minimum award amt: \$200,000; Maximum award amt: \$2 million |

ECONOMIC DEVELOPMENT GRANTS

| GRANT NAME | AGENCY INVOLVED | APPLICATION SCHEDULE | TYPES OF PROJECTS FUNDED | AWARD CRITERIA | AWARD AMOUNT |
|--|-----------------|--|---|--|--|
| Economic Development Assistance Programs (Public Works, Economic Adjust. Assist., Global Climate Change Mitigation Fund) | EDA | Quarterly (http://www.eda.gov/InvestmentsGrants/FFON.xml) | Construction and non-construction projects. See specific program for more detail. | 5 core evaluation criteria: 1. Address national strategic priorities; 2. Assist economically distress and underserved communities; 3. Demonstrate a good return on investment; 4. Demonstrate or support regional collaboration; and 5. Employ public private partnerships. | \$500,000 to \$2 million; Avg. PW award size in 2010 = \$1.7 million |
| Planning and local Technical Assistance | EDA | Apps accepted on a continual basis. | These programs will help communities develop the planning and technical expertise to support communities and regions in their comprehensive, entrepreneurial, and innovation-based economic development efforts. | <ul style="list-style-type: none"> Projects resulting in increased private investment and higher-skill, higher-wage jobs in areas experiencing substantial and persistent economic distress, which enhance the competitiveness of regions. Minimum 50% match required. | Median TA grant award in 2010=\$50,000 |
| Rural Business Enterprise Grant (RBEG) | USDA | Annual | <ul style="list-style-type: none"> Support economic development projects that will assist specific small and emerging private businesses E.g. feasibility study, provide technical assistance to businesses, provide job training, set up RLF, or develop infrastructure. | <ul style="list-style-type: none"> Areas outside the urbanized edge of cities of >50,000 population. “Neediest” areas | <\$25,000 |

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|---|--|-------------------------------|---|---|---|
| Rural Business Opportunity Grant (RBOG) | USDA | Annual, App deadline Aug. 1st | <ul style="list-style-type: none"> • Strategic economic development planning and capacity building activities. • Area economic development strategy development, technical assistance for businesses and local leadership development | <ul style="list-style-type: none"> • Unincorporated areas and cities with <50,000 population • Projects with a regional approach • Strong match (50% or less, ideally <20%) • Projects that meet 1 of 5 USDA key rural development strategies (local/regional food systems; renewable energy, broadband, access to capital, innovative utilization of natural resources. • Projects that will not need ongoing subsidies, • Projects that are very likely to result in improvements in economic activity. | Very Competitive (6% funding rate) \$50,000 for single state projects; \$150,000 for multi-state projects |
| Trade Adjustment Assistance Program | EDA, NW Trade Adjustment Assistance Center | On-going | <ul style="list-style-type: none"> • E.g. Marketing, lean manufacturing, quality control certification, product or facility design, export assistance. • Funding cannot be used by an eligible company to purchase assets, such as equipment. | Pvt manufacturing company must demonstrate they have been negatively impacted by foreign competition. 50% match required | Up to \$75,000 |

MISCELLANEOUS GRANTS

| GRANT NAME | AGENCY INVOLVED | APPLICATION SCHEDULE | TYPES OF PROJECTS FUNDED | AWARD CRITERIA | AWARD AMOUNT |
|------------------------------|---|---|---|--|--|
| Small Grant Program | Oregon Watershed Enhancement Board (OWEB) | http://www.oregon.gov/OWEB/GRANTS/index.shtml | On-the-ground watershed restoration projects | | up to \$10,000 |
| | Oregon Watershed Enhancement Board (OWEB) | | There are four general categories of projects eligible for OWEB funding: 1. On-the-ground watershed management (restoration and acquisition). 2. Assessment and/or monitoring of natural resource conditions. 3. Opportunities for learning about watershed concepts (education/outreach). 4. Watershed council support | | |
| Grant/Loan | USDA-Rural Development | | <ul style="list-style-type: none"> Water and Wastewater Improvements City Halls | Loan/grant ratio depends upon Median Household Income and population served. | N/A |
| Arts Build Communities Grant | Oregon Arts Commission | October | Theatre, classes, displays, exhibits, etc. | | \$3,000-7,000 |
| Water/ Wastewater | IFA | Applications are accepted year-round | <ul style="list-style-type: none"> Engineering and construction for water, sewer and storm drainage systems \$20,000 TA grants available for jurisdiction with pop. of less than 15,000 | Notices of noncompliance from regulatory agency make for more competitive grants | Predominately a loan program, up to \$750,000 in grants may be awarded per project |

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|---|-----|---|--|---|---|
| Safe Drinking Water Revolving Loan (with up to \$250,000 forgiveness) | IFA | SDWRLF is ranked on an annual cycle with Letters of Interest accepted annually. Check with IFA for deadlines. | Engineering, acquisition of property, planning, construction and equipment | Broad rating and ranking criteria based upon need and compliance issues | SDWRLF: Low interest loans |
| Drinking Water Protection Loan Fund | | DWPLF Letters of Interest are accepted year-round. | | | DWRLF: maximum loan of \$100,000 per project |
| Special Public Works | IFA | Year round | Planning, purchase, construction for airports, ports, public facilities, railroads, water, sewer and storm drain systems | Publicly owned facilities that support economic development | Predominately loan funds, grants are available for projects that create or retain traded sector jobs. |

PRIVATE FOUNDATION RESOURCES

| | | |
|--------------------------------|--|--|
| Ford Family Foundation | www.tfff.org | Rural Civil and Community Enhancement grants are made for capital projects to construct community, youth and/or family resource centers. Community libraries, parks, playgrounds, recreation facilities and fire safety and life-saving equipment will also be considered. |
| Collins Foundation | www.collinsfoundation.org | Arts, Children, Community-Welfare, Education, Environment, Health and Science, Humanities, Religion |
| Spirit Mountain Community Fund | www.thecommunityfund.com | Health, Education, Arts and Culture, Environmental Preservation, Other |
| Weyerhaeuser | www.weyerhaeuser.com/sustainability/foundation | Must be within 50 miles of a Weyerhaeuser community. |
| Meyer Memorial Trust | www.mmt.org | Emergency grant or capacity building grants |
| M.J. Murdoch Charitable Trust. | www.murdock-trust.org | General- Education, Arts & Culture, Health and Human Services; Scientific Research |
| Siletz Tribe | www.ctsi.nsn.us/charitable-contribution-fund | Marion, Polk and Yamhill are included for Arts, Housing, Health, Historic Preservation, Public Safety, Cultural Activities |
| Oregon Community Foundation | http://www.oregoncf.org/ | Usually food banks, head starts, etc. |

APPENDIX D Mid-Willamette Valley Community Development Partnership Board Membership and By-laws

Mid-Willamette Valley Community Development Partnership Board of Directors

Chair: Mayor John McArdle, City of Independence
Representing Small Cities of Polk County

Vice Chair: Mayor Kathie Oriet, City of Carlton
Representing Small Cities of Yamhill County

Public Sector Representatives

| | |
|---------------------------------------|----------------------------------|
| Marion County | Commissioner Kevin Cameron |
| Polk County | Commissioner Craig Pope |
| Yamhill County | Commissioner Stan Primozych |
| City of Dallas | Councilor Jim Fairchild |
| City of Keizer | Mayor Cathy Clark |
| City of McMinnville | Councilor Sal Peralta |
| City of Monmouth | Mayor Steve Milligan |
| City of Newberg | Councilor Denise Bacon |
| City of Salem | Mayor Chuck Bennett |
| City of Silverton | Mayor Kyle Palmer |
| City of Woodburn | Mayor Kathryn Figley |
| Small Cities of Marion County | Mayor Shanti Platt, Gervais |
| Small Cities of Polk County | Mayor John McArdle, Independence |
| Small Cities of Yamhill County | Mayor Kathie Oriet, Carlton |
| Confederated Tribes of Grand Ronde | Chris Mercier |

Private Sector Representatives

| | |
|--------------------------|---|
| Financial Institutions | Vacant |
| Labor | Jeff Anderson, UFCW Local |
| Un/Underemployed | Kim Parker-Llerenas, Willamette Workforce Partnership |
| Agriculture | Vacant |
| Food Processing | Vacant |
| Construction | Bob Hill, LCG Pence Co., Retired |
| Professions | John Morgan, MorganCPS Group |
| Forestry & Wood Products | Vacant |
| Spanish Speaking Persons | Vacant |
| Manufacturing | Vacant |
| Minority Entrepreneurs | Vacant |
| Utilities | Alicia Bonesteele, Salem Electric |
| Small Business | Chad Freeman, SEDCOR |

Strategy Committee

Public Sector Representatives

| | |
|--------------------------------|-------------------------------------|
| City of Dallas | Councilor Jim Fairchild (alternate) |
| City of Monmouth | Mayor Steve Milligan |
| City of Newberg | Councilor Denise Bacon |
| City of Woodburn | Mayor Kathryn Figley |
| Small Cities of Polk County | Mayor John McArdle, Independence |

Private Sector Representatives

| | |
|-------------|---|
| Professions | John Morgan, MorganCPS Group |
| Utilities | Alicia Bonesteele, Salem Electric (alternate) |

At-Large Representative

| | |
|---------------|---|
| Marion County | Tom Hogue, Economic Development Coordinator |
|---------------|---|

Mid-Willamette Valley Community Development Partnership

Bylaws

Article I Name

This Board, established by Marion, Polk and Yamhill Counties and the Mid-Willamette Valley Council of Governments and formalized by an intergovernmental agreement with the State of Oregon entered into on April 25, 2000, shall be called the Mid-Willamette Valley Community Development Partnership.

Article II Purpose

The general purpose of this board is to identify regional community development priorities and facilitate regional, intergovernmental coordination of development initiatives. In the pursuit of this general purpose, the board may undertake activities such as the following: develop and approve regional development plans; oversee the implementation of development grant programs such as those funded by the US Economic Development Administration; advocate for regional development priorities; and provide formal, public forums for communicating regional concerns and priorities to state and federal agencies.

Article III Composition of the Board

- A. The Partnership shall be comprised of a Board made up of both elected officials and non-elected appointees.
- B. A minimum of 51% of the members of the Board shall always be elected officials from general purpose local governments such as cities, counties and tribes.
- C. The appointed member composition of the Board shall be as follows:

| Economic or Policy Interest (one from each category below) | Appointing Authority |
|--|----------------------------|
| agriculture | Marion County |
| construction industry | City of Salem |
| financial institutions | Marion County |
| food processing industry | Polk County |
| forest products industry | Yamhill County |
| organized labor | City of Salem |
| manufacturing | Polk County |
| minority groups | Marion County |
| professions | City of Keizer |
| small businesses | Yamhill County |
| unemployed (Workforce Development Board , Jobs Council or The Enterprise) | Marion County |
| utilities industry | City of Salem |
| minority entrepreneurs | At-large Board appointment |
| institution of higher education | At-large Board appointment |

a representative from the Mid-Willamette Area
Commission on Transportation of from a natural
resources management board.

At-large Board appointment

- D. One elected official representative (an elected mayor, city councilor, tribal council member or county commissioner) shall be selected to serve on the Board by each of the following general purpose local governments:
- City of Salem
 - City of Keizer
 - City of Silverton
 - City of Woodburn
 - a representative from the small cities of Marion County (selected by annual caucus of small city mayors)
 - City of Dallas
 - City of Monmouth
 - a representative from the small cities of Polk County (selected by annual caucus of small city mayors)
 - City of McMinnville
 - City of Newberg
 - a representative from the small cities of Yamhill County (selected by a caucus of Yamhill County small city mayors)
 - Marion County Board of Commissioners
 - Polk County Board of Commissioners
 - Yamhill County Board of Commissioners
 - a representative from the Tribal Council of the Confederated Tribes of Grand Ronde
- E. Non-elected Board members shall be appointed for four-year terms that are renewable by their appointing authorities every four years. The policy areas to be represented on the Board by appointed members may be changed by a majority vote of the Board of Directors and approval by a majority vote of the Mid-Willamette Valley Council of Governments.
- F. Elected Board members serve at the pleasure of the local government that selects them for as long as they hold elected office.

Article IV Organization of the Board

- A. From the membership of the Partnership Board, a Chair and a Vice Chair shall be elected by a majority vote.
- B. The Partnership shall be organized into two standing committees: 1) Executive Committee which is made up of all officers of the Board, the immediate past chair or the most recent past chair still serving on the Board, and the Chair of the other standing committee; 2) the Strategy Committee composed of 14 members to be appointed by the Chair
- C. In making committee assignments, the Chair shall strive for equitable balance among various interests on the Board such as different geographic areas, different political subdivisions and economic interests of the Region. The slate of Committee assignments made by the Chair must be ratified by a majority vote of the Partnership before it is final. The Chair may re-appoint members for additional terms through the same process.

- D. The Partnership as a whole shall meet to host an annual regional development forum and to annually approve a regional development plan and to address other issues that may be proposed by the Chair, the Executive Committee or by the Mid-Willamette Valley Council of Governments.
- E. The Executive Committee shall be responsible for providing financial oversight, reviewing or developing agendas for meetings of the Partnership and approving contracts and agreements.
- F. The Strategy Committee shall identify economic development and public infrastructure needs and issues of local governments, provide policy advice and program feedback to the Mid-Willamette Valley Council of Governments on its economic and community development services to local governments, and serve as a regional forum on development topics of importance to local governments such as the regulations and resources of federal and state regulatory and development programs.
- G. The Strategy Committee shall identify regional development issues strategies; prioritize regional planning projects for potential funding; identify and, when appropriate, prioritize potential development needs, barriers and opportunities in the region; and develop and propose policies for approval by the Partnership for the distribution of project funds that may be made available to the Partnership in these areas.
- H. The Strategy Committee shall elect a Chair to preside at meetings. The Chair shall appoint a replacement to preside at meetings in his/her absence. The current elected Chair of the Partnership will preside over meetings of the Executive Committee.

Article V Meetings

- A. The Partnership shall meet a minimum of two times per year. All of its committees shall meet on an “as needed” basis as their work assignments may require. Each Committee may establish its own meeting schedule. Meetings may be called by the Chair, the Committee Chairs, or the Executive Committee with a minimum of five (5) days written notice to each member.
- B. All meetings shall be conducted according to the procedures described in Robert’s Rules of Order Newly Revised and held in compliance with the Oregon Public Meetings Law (ORS 192.610 to 192.690).
- C. A quorum for the Partnership shall consist of a majority vote of Partnership membership with a minimum of at least six (6) elected officials. A quorum for the Strategy Committee shall consist of 50% of the presently filled voting membership provided that at least two (2) elected officials are present. A quorum must be present before a decision or recommendation can be finalized or a vote conducted. Decisions and recommendations of the Partnership and its committees shall be made by a simple majority vote of the members present.

Article VI Fiscal Administration and Staff Support

- A. The Mid-Willamette Valley Council of Governments shall serve as the fiscal agent and provide staff support to the Partnership.
- B. All funds received or disbursed on behalf of the Partnership shall be included in the budget of the Mid-Willamette Valley Council of Governments in conformance with Oregon local government budgeting standards and regulations and any funds received or disbursed on behalf of the Partnership shall be included in the annual audit of the Mid-Willamette Valley Council of Governments.

Article VII Amendments to the Bylaws

- A. The Bylaws may be amended by 1) a majority vote of the Partnership after provision of written notice of the proposed amendment to each member at least five (5) days in advance of the meeting and 2) ratification by a majority of the Board of Directors of the Mid-Willamette Valley Council of Governments at a regular meeting of the Council.

APPENDIX E EDA Economic Resiliency Plan

STRATEGIES TO BUILD ECONOMIC RESILIENCE AND PREPAREDNESS ACROSS OREGON



Photo Credit: Elayna Yussen, OPB



Photo Credit: Peter DaSilva for ABC News



Photo Credit: Luc Viatour



Photo Credit: Kings, KLCC



Photo Credit: Prineville Police Department

MARCH 2018

Volume I: Assessment Report

Submitted to:
COIC, GEODC, OCWEDD, NEOEDD, & WMVCOG

Prepared by:
Community Planning Workshop

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State Resilience Officer, Mike Harryman

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Lisa Dawson, Executive Director, NEOEDD

Susan Christensen, Executive Director, GEODC

Renata Wakeley, Community Development Program Director, MWVCOG

Phil Warnock, Community and Economic Development Director, OCWCOG

Governor's Office of Resilience

Mike Harryman, State Resilience Officer, Office of Oregon Gov. Kate Brown

Local Project Partners:

Greater Eastern Oregon Development Corporation

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Terry Leighton, Fire Chief, Ontario

Dan Cummings, Economic Development Director, Ontario

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Debbie Starkey, Commissioner, Wheeler County

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The UO would specifically like to thank the Resilient Organizations NZ for their vision and leadership related to organizational resilience. In 2004, Resilient Organizations formed as a small group of New Zealand based researchers. They had an idea that resilience could be the key to helping organizations not only survive disruption, but also thrive in the aftermath. Since then, Resilient Organizations has developed 13 indicators of organizational resilience. Over the years they have stress-tested and refined those indicators (particularly in response to the 2011 Christchurch and 2016 Keikoura earthquakes). They have surveyed and interviewed practitioners in hundreds of organizations and made numerous refinements to our collective understanding of resilience. Yet the essence of their initial findings remains true – resilience emerges from an organization’s culture. It isn’t what an organization does that is so important, but how it does it that leads to effective preparation, trust building, increased adaptability and thus fosters resilience.

About the Community Service Center

The Community Service Center (CSC), a research center affiliated with the Department of Planning, Public Policy, and Management at the University of Oregon, is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local challenges and improve the quality of life for Oregon residents. The role of the CSC is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

About the EDA University Center

The University of Oregon (UO) Economic Development Administration University Center (EDAUC) is a partnership between the Community Service Center, the UO Department of Economics, the Oregon Small Business Development Center Network and UO faculty. The UO Center provides technical assistance to organizations throughout Oregon, with a focus on rural economic development. The UO EDAUC seeks to align local strategies to community needs, specifically with regards to building understanding of the benefits of sustainable practices and providing technical training to capitalize on economic opportunities related to those practices. The UO EDAUC is partially funded through a grant from the U.S. Department of Commerce, Economic Development Administration.

About Community Planning Workshop

Community Planning Workshop (CPW) is an experiential program within the Department of Planning, Public Policy and Management at the University of Oregon. Students work in teams under the direction of faculty and Graduate Teaching Fellows to develop proposals, conduct research, analyze and evaluate alternatives, and make recommendations for possible solutions to planning problems in Oregon communities. The CPW model is unique in many respects, but

is transferable to any institution that desires to link pedagogy with community service.

About the Oregon Partnership for Disaster Resilience

The Oregon Partnership for Disaster Resilience (OPDR) is a coalition of public, private and professional organizations working collectively toward the mission of creating a disaster-resilient and sustainable state. Developed and coordinated by the Community Service Center at the University of Oregon, the OPDR employs a service-learning model to increase community capacity and enhance disaster safety and resilience statewide.

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EXECUTIVE SUMMARY

In the spring of 2017 Central Oregon Intergovernmental Council (COIC) partnered with the University of Oregon Economic Development Center to design and implement a business impact assessment associated with the August 12, 2017 total solar eclipse. Reflecting on the eclipse--with a focus on how systems responded to this surge in use--offered a chance to assess Oregon's ability to anticipate, absorb, adapt to, and recover from future large-scale events, including natural catastrophes like earthquakes, wildfires, tsunamis, or human-originated events like terrorism or economic downturn. This report presents the findings from that assessment.

The assessment utilized the eclipse event to better understand:

1. The extent to which economic and emergency management professionals currently collaborate and how they can collaborate better; and
2. Potential business impacts and opportunities resulting from events that strain lifeline infrastructure systems.

The assessment focuses on understanding the resilience of Oregon's existing economic and infrastructure systems. To do this, the assessment studies the five (5) geographic regions in Oregon that were directly impacted by the August 12, 2017 total solar eclipse.

In collaboration with participating economic development district partners, the CSC will use this report to select and develop tools to increase regional economic resilience throughout Oregon.

The overarching goal of the project is that this assessment will lead to the development of tools that can support Oregonian communities to withstand economic shocks by generating near term economic opportunities that reduce long term economic impacts.

What is Economic Resilience?

According to the Economic Development Administration, **economic resilience** includes three primary attributes: (1) the ability to recover quickly from a shock, (2) the ability to withstand a shock, and (3) the ability to avoid a shock altogether.¹ Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity.

Key Pre- and Post-Assessment Survey Findings

To assess economic resilience across Oregon, this assessment utilized two surveys.

¹ U.S. Department of Commerce Economic Development Administration
(<http://www.eda.gov/ceds/content/economic-resilience.htm>)

The first survey was distributed pre-event, and the second survey was distributed post event. The surveys were sent to stakeholders in the five (5) economic development districts across Oregon that were affected by the 2017 solar eclipse. The districts surveyed were:

- Central Oregon Intergovernmental Council (COIC)
- Greater Eastern Oregon Development Corporation (GEODC)
- Mid-Willamette Valley Council of Governments (MWVCOG)
- Northeast Oregon Economic Development District (NEOEDD)
- Oregon Cascades West Council of Government (OCWCOG)

Below are the key findings from these two surveys.

- Overall, **respondents tended to agree more with statements related to decision-making and leadership.** Statements with the highest post-event agreement include:
 - Should problems occur, staff have direct access to someone with authority to make decisions (93% agree)
 - In a crisis, staff accept that management may need to make some decisions with little consultation (89% agree)
 - We build relationships with others we might have to work with in a crisis (88% agree)
- Respondents **expressed the most uncertainty about proactive posture, breaking silos, and planning strategies.** Statements with the highest post-event uncertainty include:
 - In a crisis we seek opportunities for our organization (37% uncertain)
 - Staff are encouraged to move between different departments or try different roles to gain experience (36% uncertain, 33% agree)
 - We actively plan with our suppliers how to manage disruptions (34% uncertain, 46% agree)
- Respondents **expressed the most disagreement with statements about breaking silos and stress testing plans.** The statements with the highest post-event disagreement include:
 - Staff are encouraged to move between different departments or try different roles to gain experience (29% disagree)
 - Our organization is committed to practicing and testing its emergency plans to ensure they are effective (22% disagree)
 - Staff can take time from their day to day roles to practice how to respond in a crisis (22% disagree)

Key Interview Findings

- Overall, interview participants felt **more confident in relationships** that were in place prior to the events of the eclipse.
 - Communication during the preparation phase of the eclipse confirmed trust between agencies and organizations and increased the level of support that they gathered from their region.
 - The attitudes toward preparation for the eclipse were consistent across all

- districts; each region expressed the value in preparing for an event at this scale.
 - Districts overall remarked that they are now more comfortable reaching out to partners after working together to plan for the eclipse.
- Participants overall expressed **improved interagency collaboration** across a variety of disciplines.
 - Organizations reported that new relationships have emerged because of the cross-agency coordination that was required to plan for the eclipse.
 - Emergency management and economic development professionals collaborated during this event, and established a new working relationship.
- Participants expressed **improved confidence in leadership and recognized their capacity**.
 - Regions expressed that the eclipse was an opportunity for them to assess their capacity, and stress-test their plans to understand where gaps exist in their resources.
 - Communication networks that were established to handle the influx of visitors played a significant role in organizing leadership in the region. Connecting agencies through one point of command was successful in preparing for emergency response, and providing a consistent message to all regional agencies.
 - Many regions expressed the opportunity to showcase their communities and capitalize on the economic benefits of increased tourism to the area.

Assessment Findings Summary

We have organized overarching assessment findings into three key themes: Preparation, Leadership, and Collaboration.

Preparation

A diverse range of organizations and agencies came together to plan and prepare for the eclipse well in advance of the event. Many interviewees commented that their preparations ensured that the event went smoothly. Continuing to prepare for unknown events will increase the abilities of regions and the state to respond to an emergency event. In particular, the following themes were highlighted in both the survey and the interviews:

- **Emergency event preparation is important.** Survey results and interview discussions confirm that local stakeholders value preparation.
- Interview discussions especially highlighted that **preparation leads to increased business exposure/capture**. Preparation for the eclipse event brought not only tourist dollars on the day of the event but also exposure to the State and the potential for a continued return on investment from repeat visitors.
- **Having a unified message is key.** Interview discussions confirm the pre-event messaging is important for both tourists and local residents. Ensuring that message is unified across the district and across the State addresses potential challenges, encourages visitors to attend events, and assists districts in leveraging resources.

Leadership

Survey respondents and Interviewees demonstrated confidence in leadership across all sectors and economic development districts. Ensuring trusted and positive leadership is important both in times of crisis and in preparation for events. Regions should continue to use strong leadership to maintain a culture of collaboration and preparedness. In particular, the following themes were highlighted in both the survey and the interviews:

- **Practice is valuable, but not happening on a regular basis.** In the absence of known disaster events, multi-agency/multi-discipline opportunities to practice disaster preparation will require leadership to organize events and institute a culture of preparedness across the State.
- The eclipse demonstrated that **known events provide a reason to convene collaborations.** Survey and interviews confirmed that organizations seek to build relationships with others, and preparation for the eclipse brought many organizations to the table together for the first time.
- **Connections between organizations were initiated by Economic Development Professionals.** The willingness of economic development folks to take a leadership role in planning for the eclipse demonstrates the resilience of the economic development sector. Continuing to foster these relationships will provide continued resilience in the face of known and unknown events.
- Survey results demonstrated a **high level of confidence in leadership and decision making.** Unknown events or crises require strong leadership.

Collaboration

Collaboration is strong in Oregon. Survey respondents and interviewees from each Economic Development District discussed their ability to collaborate and the positive results from collaborating with organizations and agencies they were not familiar with. In particular, the following themes were highlighted in both the survey and the interviews:

- **Strong cross-agency, cross-disciplinary collaboration is critical.** Interview participants emphasized the value of economic development, emergency management, and critical infrastructure collaboration during the eclipse.
- **Strong relationships already exist and can be strengthened.** Many interviewees confirmed that relationships were strengthened both in the planning phase and during the event itself. Sustaining these collaborations will be key to ensuring continued collaboration within the State.
- Despite the development of strong relationships and the desire to collaborate, **Silos still exist at all levels.** Breaking these silos will ensure continued collaboration and information sharing when preparing for semi-known events such as the annual wildfire season, or unknown events such as the Cascadia Subduction Zone Earthquake.

CHAPTER I: INTRODUCTION

On August 21, 2017, a total solar eclipse passed over the state of Oregon. The 90-mile wide “path of totality” traversed the state from the coast--near Newport and Lincoln City--to the Oregon/Idaho border--near Ontario. The eclipse attracted hundreds of thousands of spectators resulting in both opportunities and threats to the state’s economic status quo. This movement of large, concentrated numbers of people around the state provided a unique opportunity to learn about the resilience of Oregon’s economic infrastructure. Pressure on supply and distribution systems, as well as strain on lifeline infrastructure systems (like utilities, transportation, and basic needs) coincided with an opportunity to capture visitor generated business revenue. Reflecting on the eclipse--with a focus on how systems responded to this surge in use--offered a chance to assess Oregon’s ability to anticipate, absorb, adapt to, and recover from future large-scale events, including natural catastrophes like earthquakes, wildfires, tsunamis, or human-originated events like terrorism or economic downturn.

This report presents an assessment of economic resilience in Oregon. The assessment focuses on regions of the state that were directly impacted by the 2017 eclipse and on the resilience of the state of Oregon’s existing economic and infrastructure systems. In collaboration with participating economic development district partners, the CSC will use this report to select and develop tools to increase regional economic resilience throughout Oregon. The overarching goal of the project is that this assessment will lead to the development of tools that can support Oregonian communities to withstand economic shocks by generating near term economic opportunities that reduce long term economic impacts.

Background

Spearheaded by the Central Oregon Intergovernmental Council (COIC), this project assesses systemic readiness and recovery-capacity statewide. The project specifically focuses on the five economic development districts traversed by the path of totality. These economic districts are:

- Central Oregon Intergovernmental Council (COIC)
- Greater Eastern Oregon Development Corporation (GEODC)
- Mid-Willamette Valley Council of Governments (MWVCOG)
- Northeast Oregon Economic Development District (NEOEDD)
- Oregon Cascades West Council of Government (OCWCOG)

University of Oregon’s Economic Development Center (EDAUC) supported the project by offering design and implementation services for a business impact assessment. As a part of UO’s Community Service Center, the EDAUC brought the resources and connections of the University to bear on efforts to understand how large-scale events impact the basic lifeline infrastructure systems that enliven Oregon’s business and industry.

The project’s two primary goals for the state of Oregon are to:

1. Improve regional economic resilience planning
2. Identify opportunities to support, grow, and incubate business opportunities

We hope to achieve these goals by discovering collaboration methods for economic and emergency management professionals. We hope to identify business impacts and opportunities that arise from system strain, positioning local economies to withstand and grow when faced with catastrophic events. Our recommendations synthesize partner expertise with assessment data to provide targeted, informed, and actionable insights into strengthening regional economic resilience.

What is Economic Resilience?

According to the Economic Development Administration, **economic resilience** includes three primary attributes: (1) the ability to recover quickly from a shock, (2) the ability to withstand a shock, and (3) the ability to avoid a shock altogether.² Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. Often, the shocks/disruptions to the economic base of an area or region are manifested in three ways:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns in particular industries that constitute a critical component of the region's economic activity; and/or
- Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.).

In the aftermath of recent extreme weather events and a devastating economic downturn, it has become increasingly important for local and regional economies to establish protocols for anticipating and responding to unexpected events. Establishing economic resilience in a local or regional economy is essential to successfully managing these unexpected and unavoidable shocks to the area. To prepare for such events, cities must evaluate their local strengths and opportunities to identify where greater capacity can be built.

Economic resilience not only encompasses responses to extreme weather events and climate change, but also addresses situations where there is a temporary strain on resources and infrastructure, such as the event of the total eclipse. Last summer, Oregon experienced a large influx of visitors to regions within the path of totality, and faced increased pressure on the transportation system, resource distribution, and had concerns for public safety. This event prompted unusual and unpredictable circumstances which Oregon was obligated to manage and demonstrated the need for an economic resilience strategy.

² U.S. Department of Commerce Economic Development Administration
(<http://www.eda.gov/ceds/content/economic-resilience.htm>)

Oregon's ability to manage these emerging risks and bounce back from disruption, or seize opportunity, will be an added benefit to diversifying the economy in the future. Economic resilience strategies not only ensure a more secure region, but will help drive Oregon's productivity, innovation, and ensure economic growth.

Conducting an economic resilience assessment allows Economic Development Districts and their partner communities to evaluate their level of preparedness, adaptability, and response to unexpected events. This assessment aims to identify vulnerabilities that can hinder economic recovery after an unexpected disaster event, and develop plans to improve preparedness and response. Economic resilience assessments address the on-site impacts, such as reduced income for affected employees and business owners, employment loss, etc. There are also multiplier effects that ripple throughout the economy. Economic resilience assessments evaluate how a disruption might impact the region economically in both short- and long-term situations, and design a detailed response to protect areas identified to be at risk.

Methods

This project uses the resilience framework developed by New Zealand's Resilient Organizations as a foundation for its work. The work done by Resilient Organizations has found that three main factors contribute to an institution's ability to not just "weather the storm" but also bounce back from it: (1) leadership and culture, (2) networks and relationships, and (3) readiness for change.

Using the 2017 solar eclipse as a proxy event, our work uses a pre-event assessment modeled after Resilient Organizations' "thumbprint" tools as well as a post-event assessment modeled after Resilient Organizations' "Benchmark Resilience" tools.

Additionally, pre- and post-event surveys, shareholders interviews, focus groups, and a project partner summit were conducted. These tools were designed and implemented to develop an evaluation framework to assess business impacts before, during, and after the event. The results of this assessment will inform recommendations for a statewide set of tools to support economic resilience.

Organization

This report is organized into four chapters and three appendices. The remainder of this report is organized as follows:

Chapter 2 – Overview of Economic Resilience: Chapter 2 provides an overview of economic resilience concepts and considerations. This chapter outlines the contributing factors that define and enable "resilience." As a pre-cursory definition, "resilience" means "the ability to anticipate, absorb, adapt to, and recover from disruptions."

Chapter 3 – Economic Resilience Assessment: This chapter presents the data gathered from the surveys, interviews, focus groups, and project partner summit.

Chapter 4 – Findings and Recommendations: The final chapter of the report presents overall assessment findings organized by preparedness, leadership, and collaboration themes.

Appendix I – Pre Event Survey: Appendix I presents the data gathered from the pre-event survey.

Appendix II – Post Event Survey: Appendix II presents the data gathered from the post-event survey

Appendix III-A – Interviews: Appendix III-A presents the data gathered from the interviews.

Appendix III-B – Interview Notes: Appendix III-B presents the raw notes taken during the interviews.

CHAPTER 2: CEDS RESILIENCE STRATEGY REVIEW

The U.S. Economic Development Administration (EDA) defines economic resilience as “the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.”³ This chapter begins with an overview of economic development planning and its connections to resilience. The chapter then evaluates economic resilience strategies across the five partner EDDs.

Economic Development Overview

At the federal level, the Economic Development Administration (EDA) supports local and regional economic development activities nationwide. EDA describes economic development as “the conditions for economic growth and improved quality of life [created] by expanding the capacity of individuals, firms, and communities to maximize the use of their talents and skills to support innovation, lower transaction costs, and responsibly produce and trade valuable goods and services.”⁴ These statements affirm the idea that economic development is a tool to improve the quality of life in a community through innovation, job creation, and business growth.

EDA executes its mission through a focus on “two key economic drivers – innovation and regional collaboration.” Specifically, the agency provides support to economic development districts, states, and municipalities through a mix of programs, technical assistance, and funding opportunities. EDA bases its value proposition on the importance of (1) local business startup, retention, and expansion, (2) local determination of economic development goals and needs, and (3) global competitiveness through innovation and entrepreneurship.

At the local and regional level, local governments and their private sector partners achieve economic development in part through the drafting and enacting of goals, policies, and strategies. A Comprehensive Economic Development Strategies (CEDS) is one relevant example of a strategy-driven plan intended to provide regional economic benefit (discussed further below). According to the Economic Development Administration:

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America’s communities and regions through a locally-based, regionally-driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration’s (EDA) programs, but successfully serves as a means to engage community leaders, leverage

³ EDA. “Economic Resilience.” <https://www.eda.gov/ceds/content/economic-resilience.htm>

⁴ EDA. “What is Economic Development?” <https://www.eda.gov>

the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.⁵

Importantly, EDA also provides post-disaster recovery assistance following major disasters. Informed by Presidential Policy Directive 8: National Preparedness, the federal government established a National Disaster Recovery Framework in 2011. The framework includes six recovery support functions intended to provide capability to support post-disaster recovery.

The Recovery Support Function framework defines Economic Recovery as:

Economic Recovery is the ability to return economic and business activities (including agricultural) to a state of health and develop new economic opportunities that result in a sustainable and economically viable community. The Economic Recovery RSF integrates the expertise of the Federal Government to help local, regional/metropolitan, state, tribal, territorial, and insular area governments and the private sector sustain and/or rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after an incident.⁶



The Department of Commerce coordinates the Economic Recovery Support Function in coordination with the Small Business Administration, Department of Agriculture, Department of Homeland Security, Department of Labor, and Department of Treasury.

⁵ Economic Development Administration. *CEDS Content Guidelines*. (February 22, 2018). Retrieved from <https://www.eda.gov/ceds/>.

⁶ Federal Emergency Management Agency, *Economic Recovery Support Function*. National Disaster Recovery Framework (2001). Retrieved from [https://www.fema.gov/media-library-data/1489754721419-8d29c58733990d27f2e8894f33cddb2/RSF_Economic_0616_508\(1\).pdf](https://www.fema.gov/media-library-data/1489754721419-8d29c58733990d27f2e8894f33cddb2/RSF_Economic_0616_508(1).pdf)

Economic Development and Economic Resilience both require collaboration across various public and private organizations in activities that mitigate and prepare for potential natural and man-made disasters. Should disasters occur, they also rely on those entities to respond to and recover from events. These activities involve both economic development and emergency management. On the Federal level, these activities are controlled by the U.S. Economic Development Administration (EDA) and Federal Emergency Management Agency (FEMA), respectively.

Economic Development and Natural Hazards

The effects of a disaster are both seen and unseen. Loss of life and property are obvious immediately after the event. Less obvious are the rippling effects of disaster on jobs, wages, and spending power. As noted above, EDA coordinates the delivery of technical assistance, funding, and facilitation resources following disasters. In the event of a major disaster, EDA oversees economic recovery in partnership with the Department of Commerce, the lead agency for the Federal Economic Recovery Support Function (RSF 8).

In the summer of 2017, two major hurricanes made landfall on Gulf States. Hurricanes Harvey and Irma achieved Category 4 and 5 status, respectively, at their peaks. These two hurricanes impacted large swathes of Texas, Florida, Louisiana, Mississippi, Tennessee, and Kentucky. Moody's Analytics, a risk management firm, projects that economic losses from Hurricanes Harvey and Irma may total as high as \$191 billion.⁷ A third hurricane, Maria, devastated Puerto Rico. Collectively, these events contributed to 2017 being the most expensive disaster season on record in the United States.⁸

Coincident with these national disasters, Oregon experienced one of its worst wildfire seasons on record. The Oregon Forest Resources Institute cite the economic effects of the fires as including.

- Loss of trees, impacting the timber industry
- A possible smoke taint on Oregonian wine crops
- Diminished air quality, affecting resident health
- A three-week closure of Interstate 84 between Hood River and Troutdale, affecting commute and freight delivery times
- Tourism reduction

By assessing three cultural events that were fully or partially canceled, the Oregon Forest Resources Institute summarized some of the economic losses directly caused by the fires.

⁷ Arian Campo-Flores and Valerie Bauerlein, "Hurricane Irma's Major Economic Toll on Florida Takes Shape." The Wall Street Journal. (2017). <https://www.wsj.com/articles/hurricane-irmas-major-economic-toll-on-florida-takes-shape-1505381401>

⁸ NOAA. "Billion Dollar Weather and Climate Disasters: Overview." <https://www.ncdc.noaa.gov/billions/>

These three events annually each draw tourism to local communities throughout the state.

- **Cycle Oregon.** Canceled. A loss of \$1.7 million.
- **Sisters Folk Festival.** Canceled. A loss of \$1.2 million.
- **Oregon Shakespeare Festival.** Nine canceled performances. A direct loss of \$370,000 plus the estimated \$167 per tourist per day in local spending.⁹

Natural disasters, such as the 2017 hurricanes and wildfires, are becoming more and more commonplace. In 2011 drought, heat waves, major flooding, tornadoes, hurricanes, and winter storms ravaged the U.S. The twelve worst of these are estimated to have cost \$1 billion each in damages. The droughts of 2012 impacted 80% of the nation, costing an estimated \$35 billion. Superstorm Sandy, which also occurred in 2012 and predominantly impacted New York and New Jersey, is estimated to have cost another \$65 billion.¹⁰

In response to these events, the EDA enacted regulations in 2015 requiring that CEDS documents include economic resilience planning. The following sections discusses this requirement in greater detail.

Economic Benefits of Being Resilient

Building economic resilience drives economic development. The EDA considers the role of economic development initiatives in two categories, steady-state, and responsive.

Steady State initiatives are long-term initiatives that can be taken before a crisis occurs. These initiatives help build resilience and also add value to current economic development initiatives. Some examples of steady-state economic resilience initiatives could be:

- Undertaking efforts to broaden and diversify the current industrial base
- Adapt business retention and expansion programs to assist firms with economic recovery after an event
- Maintain geographic information systems (GIS) that link to municipal business licenses to track “churn” and available development sites. This data can then be integrated with hazard information to create rapid post-incident impact assessments.
- Promote business continuity and preparedness.
- Ensure redundancy in economic systems such as telecommunications and broadband networks to protect commerce and public safety in the event of a crisis.

⁹ Oregon Forest Resources Institute. “Impacts of Oregon’s 2017 Wildfire Season,” (2017). <http://oregonforests.org/sites/default/files/2018-01/OFRI%202017%20Wildfire%20Report%20-%20FINAL%2001-02-18.pdf>

¹⁰ IEDC. “Providing Disaster Recovery Resources to the Economic Development Profession.” Disaster Preparedness and Recovery. <https://www.iedconline.org/web-pages/resources-publications/disaster-preparedness-and-recovery/>

Responsive initiatives are those initiatives that help establish the capability of economic development organizations to be responsive in the face of a crisis. Some examples of responsive economic resilience initiatives could be:

- Conducting pre-disaster recovery planning to define key stakeholders, roles, responsibilities and key actions
- Establish a way of rapidly contacting key local, regional, state, and federal officials to communicate the needs of the business sector.
- Establish coordination mechanisms and leadership succession plans for the short, intermediate and long term.¹¹

Communities can not only build resilience by employing these principles, but also by capitalizing on it. New technologies and mitigation systems can be generated by encouraging and using the ideas of individuals, firms, and communities.

Having multiple potential employers in a community is an example of creating a redundant economic system to achieve resilience. For example, in rural communities, encouraging a diversity of businesses to locate in an area will increase resilience. This way, if one organization closes or is forced to limit service, the other organizations may be able to absorb some of the effects, or at least it will not result in mass unemployment in the community. Competition between similar businesses could drive economic gains, and the construction associated with expanding businesses will provide additional employment.

The preparation for and recovery from disasters can generate employment, innovation, and opportunity by driving sustainable development. Disaster preparation and recovery present opportunities for “laying foundations for future growth; making smart energy choices; improving economic competitiveness; expanding location- and energy-efficient accessible housing choices; and enhancing healthy, safe, and walkable neighborhoods—rural, urban, or suburban.”¹² Disaster can act as an agent of change, and change can be good for communities.

This project analyzes the efforts of EDDs to prepare for, experience, and recover from the event of the 2017 solar eclipse. This report studies the preparation, response, and adaptation to this anticipated event to inform other regions throughout the state of strategies that may benefit them. Unlike a natural disaster, the eclipse was anticipated. However, these strategic efforts could be referenced in the event of unexpected disasters, like floods, fires, earthquakes, and large-scale economic downturns such as recession or the closure of a major employer.

¹¹ “Comprehensive Economic Development Strategy (CEDS) Content Guidelines: Recommendations for Creating an Impactful CEDS | U.S. Economic Development Administration.”

¹² Homeland Security. “National Disaster Recovery Framework.” (2016).
https://www.fema.gov/media-library-data/1466014998123-4bec8550930f774269e0c5968b120ba2/National_Disaster_Recovery_Framework2nd.pdf

Role of Comprehensive Economic Development Strategies

In partnership with the EDA, EDDs collaborate with member jurisdictions and representatives from the private and not-for-profit sectors to develop CEDS. According to EDA, a CEDS is:

"A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying priorities and funding sources."¹³

The aim of a CEDS is to unify the public and private sectors through developing a targeted strategy that expands and strengthens local and regional economies. CEDS identify strengths and weaknesses in a region, as well as opportunities to advance economic vitality and encourage the development of new strategies through public and private partnerships. These plans identify important industrial clusters in the economy, and then consider ways to improve the competitiveness of such clusters. CEDS also identify emerging trends and opportunities that strengthen regional assets for strong, resilient communities.

Each CEDS document outlines the priority community and economic needs for the region, identifies goals to address those needs, and includes an action plan to implement strategies to meet those goals. In addition, CEDS provide a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.¹⁴

The process to develop CEDS is a continuous planning process involving citizen participation and collaboration. The process is designed to guide the economic prosperity and resilience of the region. "It serves as a coordinating mechanism for individuals, organizations, local governments, and private industry to engage in a meaningful conversation and debate about the economic direction of their region."

CEDS Document Guidelines

The CEDS documents outline strategies for economic resilience in cases of unexpected and predictable events, including environmental hazards and economic downturns. The strategies are intended to provide guidance for regions to better prepare, respond, and adapt to economic disruptions. EDA requires that a CEDS include the following sections:

- **Summary Background.** A background of the current condition of the economic development situation of the region, including discussion of the

¹³ CEDS Content Guidelines". U.S. Department of Commerce: Economic Development Administration. <<https://www.eda.gov/ceds/>>

¹⁴ CEDS Content Guidelines". U.S. Department of Commerce: Economic Development Administration. <<https://www.eda.gov/ceds/>>

economy, population, geography, workforce, transportation access, natural resources, and other pertinent information.¹⁵

- **SWOT Analysis.** An in-depth analysis of regional strengths, weaknesses, opportunities and threats (SWOT) to economic development.¹⁶
- **Strategic Direction/Action Plan.** The strategic direction and action plan should build on findings from the SWOT analysis and integrate elements from other land use plans where appropriate. The action plan should identify the stakeholders responsible for implementation, timetables, and opportunities for the use of federal, state and local funds.¹⁷
- **Evaluation Framework.** CEDS must include performance measures used to evaluate the organizations' implementation of the CEDS and its impact on the regional economy.¹⁸

In addition to the required sections listed above, CEDS must incorporate the concept of economic resilience, either discussed as a separate section or weaved throughout the document. The following section will discuss the presence of Economic Resilience in the CEDS of the five (5) EDDs assessed in this report.

CEDS Requirements

The EDA requires a CEDS document to be adopted by a planning organization prior to receiving the EDD designation. Regions must update their plans every five-years to qualify for EDA assistance. EDA assistance is awarded for the development and revision of the CEDS document. The planning organization must follow specific procedures to maintain standing as an EDA-approved region. After obtaining approval of the CEDS, the EDD must submit an annual performance report to the EDA, documenting their progress on CEDS implementation.

Economic Development Agencies' Roles in Economic Resilience

"Economic Development Districts (EDDs) help lead the locally-based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint (i.e., an economic development roadmap) for regional collaboration."¹⁹ The CEDS document functions as this strategic blueprint. EDDs are multi-jurisdictional entities, commonly composed of multiple counties and in certain cases even cross state borders.

¹⁵ "Comprehensive Economic Development Strategies (CEDS) Summary of Requirements". U.S. Department of Commerce: Economic Development Administration.

<https://www.eda.gov/pdf/CEDS_Flyer_Wht_Background.pdf>

¹⁶ "CEDS Content Guidelines". U.S. Department of Commerce: Economic Development Administration.

<<https://www.eda.gov/ceds/>>

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ EDA. "Economic Development Districts." Programs and Initiatives. <https://www.eda.gov/edd/>

The primary functions of EDDs include preparing and maintaining CEDS for each district; assisting districts in the implementation strategies identified in CEDS; and providing technical assistance for economic development activities, programs and grant applications. EDD's play a significant role in bringing financial assistance to their region by providing small business loans, administering Community Development Block Grants (CDBGs) for regional housing rehabilitation, and conducting economic planning to coordinate efforts region-wide. Without an EDD and a long term regional strategy outlined by a CEDS, regions cannot secure funding from the EDA for projects.

In addition to the EDA, other agencies that work to develop and support the efforts of economic resiliency include the National Association of Development Organizations (NADO), the Organization for Economic Cooperation (OECD), the International Economic Development Council (IEDC), and the Small Business Administration (SBA) and the U.S. Department of Housing and Urban Development (HUD). FEMA, though its primary objective is emergency management, also works to promote resiliency. Each of these organizations operates through its own initiatives, programs, and services, to promote economic resilience.

NADO: Promotes regional strategies, partnerships, and solutions with the belief that regional networks of information and cooperation will strengthen the economic competitiveness and quality of life for America's local communities. It has hosted webinars to teach EDDs (a) how to incorporate resilience into their CEDS documents, and (b) how to identify strengths, weaknesses, opportunities, and threats in relation to resilience.

OECD: Provides a forum through which governments can work together toward developing solutions and promoting policies to improve the economic and social well-being of global citizens.

IEDC: A non-profit, non-partisan organization serving economic developers and federal agencies through networking conferences, professional development courses, and research. Additionally, they have "developed a program of disaster preparedness and post-disaster economic recovery directed at economic development organizations, chambers of commerce, local business and trade organizations, and other economic recovery stakeholders."²⁰ Facets of this program include:

- RestoreYourEconomy.org, a disaster recovery website developed with grant funding from the EDA.
- A Disaster Preparedness and Economic Recovery Webinar Series
- Publications, reports, technical assistance, workshops, and courses on the topic of economic resilience, including a 2015 course titled "Making Resilience the New Normal: A Convening of Local, Regional, and Federal Leaders." In this course, the IEDC, in cooperation with NADO, brought over

²⁰ IEDC. "Providing Disaster Recovery Resources to the Economic Development Profession." Disaster Preparedness and Recovery. <https://www.iedconline.org/web-pages/resources-publications/disaster-preparedness-and-recovery/>

70 federal, regional, and local leaders together for a roundtable discussion about working collaboratively to achieve better resilience outcomes.

SBA: A federally authorized agency that works to protect the interests of small businesses with the belief that small businesses are integral to a community's economic strength and ability to recover from external and/or internal shocks. They approve small business disaster loans and in 2013 held three webinars to help small businesses develop resiliency.

- "Protecting your Organization by Preparing your Employee"
- "The NEW 10 Steps to Preparedness - Lessons from the Past"
- "Crisis Communications for Any Organization"

HUD: A federal agency that works to create "strong, sustainable, inclusive communities"²¹ by supporting planning and urban development efforts. It does this via grant funding through its Sustainable Communities Initiative. Grants are issued for Regional Planning and Community Challenge Planning proposals with a focus toward:

- Improving job access by increasing housing and transportation choices
- Supporting new businesses to leverage demographic and market trends
- Revitalizing downtowns as hubs for development
- Planning and preparing for climate change
- Helping localities to link assets together into a broader regional economy²²

FEMA: Supports citizens and first responders to build, sustain, and improve capabilities to mitigate, prepare for, respond to, and recover from all hazards.²³ It accomplishes this through a multitude of authorities, including, but not limited to:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act)
- Post Katrina Emergency Reform Act of 2006
- Homeland Security Act of 2002
- The Federal Fire Prevention and Control Act of 1974
- The National Flood Insurance Act of 1968
- The National Earthquake Hazard Reduction Act of 1977
- Executive Order 13407, "Public Alert and Warning System"
- Homeland Security Presidential Directive 8 (HSPD-8) "National Preparedness"

It is impossible to develop a one-size-fits-all national solution to economic resilience. Each region, state, and community has its own unique political, cultural, and natural environment. Instead, the federal government acts through these economic development and emergency management agencies to create training and investment programs. Additionally, they issue funding to communities and

²¹ HUD. "Mission." About HUD. <https://www.hud.gov/about/mission>

²² HUD. "Economic Resilience." <https://www.hud.gov/sites/documents/economic-resilience.pdf>

²³ FEMA. "Mission." About the Agency. <https://www.fema.gov/about-agency>

regions to design and implement their own plans for mitigation, preparedness, and recovery, such as the CEDS.

CEDS Resilience Assessment

In recently revised guidelines for communities creating or updating CEDS documents, the EDA has included an economic resilience component. According to the National Association of Development Organizations (NADO), economic resilience is highlighted in a CEDS document through “planning and implementing resilience, establishing information networks, conducting pre-disaster recovery planning, and measuring resilience.”²⁴

Collaboration between people, communities, organizations, and agencies is a theme that appears repeatedly regarding both effective economic development and economic resilience.

CEDS are developed on five-year time periods. Each of the CEDS in this report has been developed for varying time periods. Because the new regulation requiring discussion of economic resilience in CEDS was adopted in 2015, some CEDS discuss the concept more than others. For the purposes of this report, the CPW team examined the CEDS documents for their discussion of resilience indicators taken from the *Resilient Organizations’* framework. This section provides a discussion of findings from a review of the resilience strategies provided in the five (5) EDD CEDS.

Table 2.1 presents the results of a quantitative content analysis conducted on each of the five CEDS documents. The analysis compares the how often derivations of the word “resilience” are used in each of the five plans. The table shows a significant increase in the frequency of the term resilience for plans developed after the EDA resilience requirement.

Table 2.1 CEDS Resilience Terms Frequency

| District Plan Cycle | COIC 2017-2021 | MWVCOG 2016 update | GEODC 2014-2019 | NEOEDD 2013-2018 | NOEDD 2017 Update | CWEDD 2015 - 2020 |
|------------------------|-------------------|-----------------------|--------------------|---------------------|----------------------|----------------------|
| Resilien- | 58 | 3 | 32 | 0 | 6 | 199 |
| Resilience | 46 | 0 | 1 | 0 | 2 | 155 |
| Resilient | 1 | 1 | 8 | 0 | 0 | 27 |
| Resiliency | 11 | 2 | 23 | 0 | 4 | 17 |
| *outside narrative | 17 | 0 | 7 | 0 | 1 | 80 |
| Content Total | 41 | 3 | 25 | 0 | 5 | 119 |
| TOTAL Plan Words | 14,210 | 20,425 | 70,583 | 19,038 | 6,774 | 54,476 |
| Narrative Frequency | 0.29% | 0.01% | 0.04% | 0.00% | 0.07% | 0.22% |

Source: CPW

Table 2.2 compares the use of the terms “collaboration” across the five EDDs. The table shows variation across the five districts.

²⁴ NADO. “New CEDS Content Guidelines.” Incorporating Resilience into the CEDS. <http://www.nado.org/integrating-resilience-into-the-ceds/>

Table 2.2 CEDS Collaboration Terms Frequency

| District Plan Cycle | COIC 2017-2021 | MWVCOG 2016 update | GEODC 2014-2019 | NEOEDD 2013-2018 | NOEDD 2017 Update | CWEDD 2015 - 2020 |
|------------------------|-------------------|-----------------------|--------------------|---------------------|----------------------|----------------------|
| Collab- | 28 | 15 | 39 | 24 | 9 | 85 |
| Collaborate | 2 | 3 | 5 | 1 | 0 | 3 |
| Collaboration | 13 | 6 | 14 | 7 | 1 | 69 |
| Collaborating | 1 | 0 | 1 | 0 | 0 | 1 |
| Collaborative | 12 | 6 | 17 | 12 | 8 | 12 |
| TOTAL Plan Words | 14,210 | 20,425 | 70,583 | 19,038 | 6,774 | 54,476 |
| Narrative Frequency | 0.20% | 0.07% | 0.06% | 0.13% | 0.13% | 0.16% |

Source: CPW

Overall Key Findings

Although CEDS documents are developed to be specific to each region, there are a number of themes that emerged across each document.

- **CEDS adopted before the EDA regulations were enacted have fewer references to resilience.** Those CEDS adopted before the regulation will be updated soon through a full CEDS process or addendum.
- **EDDs provide a variety of regional specific strategies and recommendations to achieve economic resilience.**
- **EDDs provide strategies on a variety of timelines.** Strategies are often labelled as short, medium, or long term initiatives

Central Oregon Intergovernmental Council (COIC)

The Central Oregon Intergovernmental Council (COIC) adopted their 2017-2021 CEDS in 2017. Because these strategies were developed after the new EDA regulation requiring an economic resilience component, their latest CEDS document has many references to economic resilience.

Economic Resilience Strategies

The Central Oregon regional counties have identified several regional issues for improving resilience and provide strategies to address them in the Regional Resilience Analysis section in their CEDS document. This section lists several factors that affect economic resilience within the region, including but not limited to, housing availability and affordability; availability of public services and infrastructure to low-income areas; collaboration and coordination networks among public agencies; and, adaptability to climate change.

The document identifies resilience strategies that may be supported with existing resources and includes recommended actions that should be taken to provide a more comprehensive strategy for the region.²⁵ This includes implementing measures to analyze regional economic diversification by industry type and establishment size. Recommended research for economic diversification includes assessing income equality metrics at the regional, county, and community scale, and identifying the relationship of such with economic and social resilience and conducting a critical supply chain analysis.²⁶

²⁵ COIC CEDS, p.31

²⁶ COIC CEDS, p35

In addition to identifying strategies that can be implemented using existing resources, the COIC CEDS document identifies economic vulnerabilities and barriers to the region, including a lack of formal and comprehensive processes between organizations; uneven economic development throughout the region, and; a lack of sufficient and formal preparedness and adaptation strategies for natural disasters, especially the associated impacts of climate change and the Cascadia Subduction zone earthquake event.

Key Findings

Ultimately, the COIC CEDS document demonstrates a firm understanding of the requirements set forth by the Economic Development Administration. This is demonstrated in the regional background that is described for context, the comprehensive SWOT analysis provided, and through the action plans and evaluation framework provided. Based on the content analysis, the COIC CEDS document uses the words ‘resilience’ and ‘collaboration’ more frequently than the other five (5) CEDS analyzed in this report.

Cascades West Economic Development District (CWEDD)

Similar to the COIC, the Cascades West Economic Development District (CWEDD) adopted their CEDS document after the requirement for economic resilience elements went into effect. The CWEDD CEDS covers the years 2015-2020. This section will analyze the CEDS document’s references to regional economic resilience and collaboration.

Economic Resilience Strategies

CWEDD presents a set of recommendations in their CEDS document that prioritize specific economic resilience activities in the region. They are described with both easy steps that can be taken immediately, and long-range steps that require leading by example. One primary focus of their CEDS document is industry diversification as a key strategy to promote economic resilience.

Strategies for economic resilience in CWEDD focus on improving collaboration networks, expanding the variety and quality of available employment, and encouraging workforce development. CWEDD takes a holistic approach to promoting resilience, incorporating public, private, and non-profit stakeholders, as well as support for both the workforce and employers.

There are three (3) categories of strategies for economic resilience outlined in the CWEDD document. First, the expansion and improvement of internal and external collaboration and strategies allows for clear lines of communication and mutually understood relationships among stakeholders. These stakeholders include businesses, cities, and other public and private organizations. Breaking silos ensures that information and resources are optimally shared, and that decisions are well informed. Second, CWEDD outlines strategies to improve regional employment by enhancing and diversifying opportunities and supporting a highly trained and versatile workforce. Finally, CWEDD addresses resilience directly by seeking to capture funding to improve infrastructure redundancy and diversity, which can prevent the disruption of goods and services.

Key Findings

The content analysis of the CWEDD CEDS document shows that reference to the word ‘resilience’ is used 199 times throughout the document, and ‘collaborate’ is used 85 times. These words appear at much higher frequencies than in the CEDS from other EDDs. It is possible that this is due to the timing the document was developed. However, the word ‘resilience’ is also used in subheadings and footnotes, and these non-narrative uses account for 74 mentions. This leaves a total of 125 uses of ‘resilience’ in CWEDD’s CEDS.

Greater Eastern Oregon Development Corporation (GEODC)

Unlike the previous EDDs, the most recent CEDS document in the Greater Eastern Oregon region was developed before the EDA established the new requirement to include components of economic resilience. It was adopted for the 2014-2019 cycle, but the GEODC CEDS document includes several references to economic resilience, and substantially more references to the importance of collaboration and coordination between organizations.

Economic Resilience Strategies

The GEODC CEDS document provides an assessment of how the district in Greater Eastern Oregon performed during and after the Great Recession of 2007. The document reiterates the importance of economic resilience and the capacity to withstand change in the face of economic downturn, and later provides strategies for increasing this capacity. There is an emphasis on economic diversification, and its benefits for the region to become less vulnerable to changes in the economy and offer greater potential for economic growth and increased wages.²⁷

The opportunity for improving economic resilience in Greater Eastern Oregon is focused on diversification of the agricultural industry. Goal 2 of the CEDS document is to “Encourage diversification of local economics within the region to increase stability and resiliency.”²⁸ During the recession, the agricultural industry in the region suffered very little impact compared to the rest of the state; however, it has taken much longer for the region, as a whole, to recover since the recession. The GEODC has provided strategies to make this industry more resilient by improving productivity of farming in the region by using irrigated agriculture.

The CEDS document describes a strategy to maximize access to the Columbia River to use as a primary source of irrigation in the Umatilla Basin. The district proposes increasing the economic output of agriculture by taking deep well water users off of groundwater, while simultaneously developing greater resilience to drought and climate change. This strategy also aims to increase resilience by improving the environmental conditions that are critical to the fisheries and cultural needs.²⁹ This strategy is encouraged in the action plan as concentrating on “opportunities in

²⁷ GEODC, p vi.

²⁸ GEODC, p 57.

²⁹ GEODC, p 42.

existing natural resource-based industries, recreation, and tourism, while seeking new, compatible industries to develop economic resiliency.”³⁰

Key Findings

Per the content analysis, the GEODC references ‘resilience’ 32 times, and ‘collaboration’ 39 times.

Mid-Willamette Valley Council of Governments (MWVCOG)

The most current Mid-Willamette Valley Council of Governments CEDS document was published in 2012-2017 5-year plan. The next plan update is scheduled for 2018-2023. The document serves as a five-year strategic plan for Mid-Willamette Valley Economic Development District and provides an overview of how the region is recovering from the 2008 economic recession.

Economic Resilience Strategies

MWVCOG highlights the importance of resilience in the context of goal 2 of its action plan which is to maintain and promote vibrant, livable communities. In order to maintain vibrant and livable communities, MWVCOG encourages the need to provide technical support to help plan and manage growth in a way that supports communities to become resilient. This will be achieved through partnering with universities for technical support and the facilitation of on-going regional planning projects.

The CEDS document also highlights the importance of 2012-2017 EDA investment priorities, of which, resiliency falls under number 3. Although these priorities do not specifically mention resiliency as an objective, they can each be interpreted to contain elements that would contribute to resiliency. For instance, Collaborative Regional Information is defined as “initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths.” An innovation cluster has the potential to create diversity and redundancy.

Resilience is highlighted in a 2016 update to the CEDS. The need to develop lifeline and business resiliency planning for the mid-valley region is one of the additional community development needs highlighted by this update. Mid-Valley Lifeline and Business Resiliency Planning would map out lifelines such as water, energy, and transportation. Additionally, it would help businesses produce contingency plans in case of emergency to maintain regional employment sustainability.

Key Findings

MWVCOG mentions resilience 3 times, and collaboration 15 times in their CEDS.

³⁰ GEODC, p 63.

Northeast Oregon Economic Development District (NEOEDD)

The CEDS for the Northeast Oregon Economic Development District (NEOEDD) were published in 2013. The 2013 document contains no references to resiliency. In 2017 NEOEDD published an update to its CEDS. This update establishes two strategies to develop resiliency in the face of climate change, economic fluctuations, and other stresses.

Economic Resilience Strategies

The regional counties in Northeast Oregon have initiated a local-investing ecosystem, designed to re-localize a portion of citizens' capital and strengthen resilience in the regional economy. By launching a community food systems development initiative, the region has established a stronger connection between local growers and local food purchasers, building resilience in market dependency. The direct connection raises the level of trust and helps build social capital in the region.³¹

Local-Investing Ecosystem Creation. The Intrastate Offering Exemption, passed by Oregon's Department of Consumer and Business Services in 2015 allows Oregon businesses to raise up to \$250,000 from Oregon residents (at a maximum of \$2500 per resident) without registering their securities. This serves to redirect a portion of capital from Wall Street to Main Street, reducing the effect of negative fluctuations in the stock market on local capital. It also develops and strengthens relationships between citizens with "social, political, built, cultural and human capital, further increasing the resiliency of the region".

Community Food System Development. Three major benefits occur by encouraging the distribution of locally grown food to local consumers. Food security is increased, dollars stay in communities, and food is more nutritious, not having lost nutritional value during long-distance transportation. More nutritious food fosters a healthier and more productive workforce and a populace that does not strain its medical resources. Resilience is also built via the long-term sustainability of local ecosystems through biodiversity which helps to reduce the susceptibility of food sources to disease or disaster.

Key Findings

NEOEDD does not mention resilience in its full 2013 CEDS but mentions the concept 6 times in its 2016 update. While this represents substantially fewer uses than other CEDS, NEOEDD is in the process of updating their full CEDS to address the EDA requirement. NEOEDD mentions collaboration 12 times in their 2013 CEDS, and 8 times in their 2016 update.

³¹ NEOEDD CEDS, p5

CHAPTER 3: RESULTS OF THE ECONOMIC RESILIENCE ASSESSMENT

This chapter summarizes the results of the CSC’s economic resilience assessment. The chapter begins with an overview of data collection methods. Then, we present findings from the pre- and post-eclipse surveys. Next, we present findings from our interviews and conversations with regional stakeholders. The chapter concludes with a set of key findings. We’ve organized each chapter section around the following general themes: Preparation, Leadership, and Collaboration.

Assessment Methods

This section describes the methods the CSC team used to develop and administer the assessment surveys and stakeholder interviews. We begin with an overview of the pre- and post-eclipse surveys followed by discussion of the interviews. For more detailed information, please refer to Appendix I: Pre-Event Survey, Appendix II: Post-Event Survey, and Appendix III: Interviews.

Surveys

The CSC team administered two surveys to assess economic resilience. A Pre-Event survey administered prior to the August 21, 2017 Eclipse, and a Post-Event Survey administered in January of 2018.

Pre-Event Survey

In accordance with the Scope of Work, the CSC team used the New Zealand Resilient Organizations Research Project (RORP) “Thumbprint” tool to assess organizational resilience pre-eclipse. The Thumbprint tool provides a brief snapshot of current organizational resilience. With RORP’s permission, the team adapted and administered the tool for this project.

The CSC administered the survey online to 195 recipients across five (5) Economic Development Districts in Oregon. The participating districts include:

- Cascades West Economic Development District (CWEDD)
- Mid-Willamette Valley Economic Development District (MWVEDD)
- Central Oregon Intergovernmental Council (COIC)
- Greater Eastern Oregon Development Corporation (GEODC)
- Northeastern Oregon Economic Development District (NEOEDD)

Each district provided CSC with a list of recipients. Each recipient received a unique link to the survey and could not complete the survey more than once. CSC recorded a total of 90 survey responses (80 complete responses and 10 partial or unfinished responses). This represents a 46% overall response rate and a 41% response rate for finished surveys only. CSC distributed the survey using Qualtrics, a survey management software, licensed through the University of Oregon.

CSC activated the survey on August 14, 2017. We sent follow up reminders to stakeholders who had not responded to or only partially completed the survey on August 16, 2017 and August 18, 2017. CSC closed the survey on Friday, August 18, 2017. CSC received completed surveys from stakeholders in each of the five economic development districts.

Post Event Survey

The post-event assessment tool drew content from the New Zealand Resilient Organizations Research Program (RORP). With permission, the CSC adapted and administered RORP's assessment materials.

The CSC used Qualtrics to administer the survey online to stakeholders in the five (5) Economic Development Districts in Oregon. CSC administered the survey to the same 195 recipients who received the pre-eclipse survey. As noted above, the participating districts include:

- Cascades West Economic Development District (CWEDD)
- Mid-Willamette Valley Economic Development District (MWVEDD)
- Central Oregon Intergovernmental Council (COIC)
- Greater Eastern Oregon Development Corporation (GEODC)
- Northeastern Oregon Economic Development District (NEOEDD)

Each district provided CSC with a list of recipients. Each recipient received a unique link to the survey and could not complete the survey more than once. In an effort to improve the response rate, CSC also provided a general survey link to EDD partner leads. Partner leads contacted and distributed the survey link to stakeholders directly. CSC recorded a total of 47 responses (41 complete responses and 6 partial or unfinished responses). This represents a 24% overall response rate and a 21% response rate for finished surveys only.

CSC activated the survey on January 8, 2018. We sent follow up reminders to stakeholders who had not responded or who had only partially completed the survey on January 18, 2018. CSC closed the survey on February 10, 2018. CSC received completed surveys from stakeholders in each of the five economic development districts.

Interviews

The CSC team worked with EDD partners to design stakeholder interview questions to be standardized and open-ended. The wording and sequence of questions was determined in advance. The finalized Interview Guide was distributed to the directors of each EDD prior to conducting the interview.

Interview questions were divided into two subject categories. The first group of questions focused on collaboration and communication between the district and other partners. The second group of interview questions asked about the assets and resources the partners in each region leveraged to plan for and respond to the event. The guide included questions about participants' experiences before, during and after the eclipse event.

The interview consisted of 30 total questions, including follow-up questions to investigate further into each districts experience and perceptions during the events of the eclipse. Interviews lasted between 45 minutes and 2 hours. The longer interviews were group interviews with multiple stakeholders.

The EDD Directors from each of the five (5) participating economic development regions organized the interviews for their respective districts and recruited participants. The EDD's selected interview participants based on their agency role and on their involvement with eclipse planning and response.

The CSC team conducted the interviews using telephone conferencing. Depending on interviewee availability and local preferences, CSC conducted both group interviews and individual one-on-one interviews. The group interviews ranged from 2-8 individuals. Prior to the start of each interview, the CSC team member asked for consent to record the audio of the interview in order to augment the note-taking. In all interviews where the CSC team member asked for consent, the stakeholders agreed to be recorded.

Pre-Event Assessment

The purpose of the pre-event survey was to obtain a high-level understanding of organizational resilience prior to the 2017 Eclipse. The short pre-event survey also provides data to compare against the post-event survey. This section summarizes the results of the pre-event "thumbprint" survey.

Characteristics of Survey Respondents

The CSC received 80 total responses from across the five Economic Development Districts. Table 1 presents a breakdown of respondents by their role in the organization. Government Officials refers to respondents who noted their role as Planner, Economic Development Specialist, Public Works, or Emergency Management. Additionally, there were four (4) respondents who did not provide information about their role.

Table 1: Thumbprint Survey Respondents by Role

| Role | Number of Respondents | Percentage |
|----------------------|-----------------------|-------------|
| Elected Official | 27 | 34% |
| City Manager | 30 | 38% |
| Government Officials | 19 | 24% |
| Unknown | 4 | 5% |
| Total | 80 | 100% |

CPW Thumbprint Survey

We also wanted to know about respondent distribution across the five EDDs. Table 2 shows that each of five districts received responses from at least 10 individuals.

Table 2: Thumbprint Survey Respondents by District

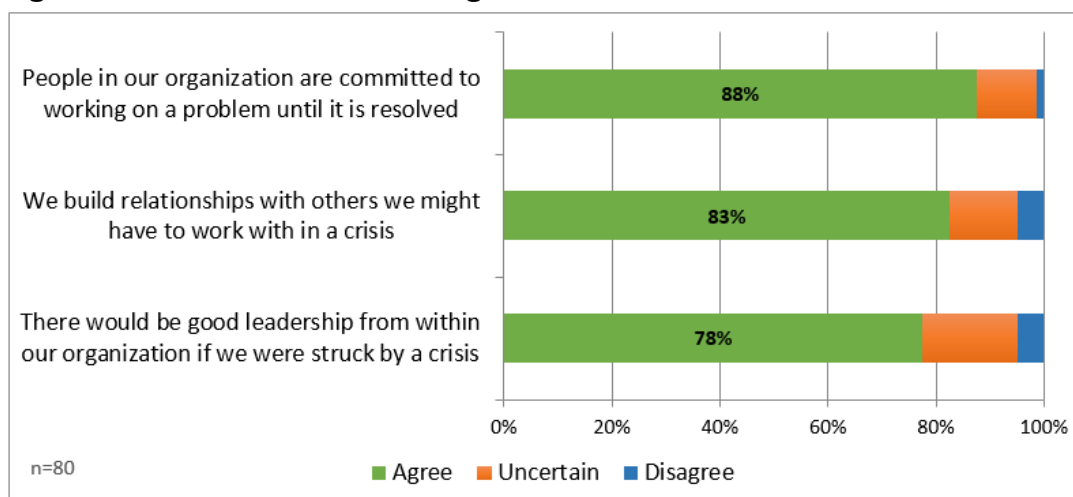
| District | Number of Respondents | Percentage |
|--------------|-----------------------|-------------|
| COIC | 17 | 21% |
| CWEDD | 18 | 23% |
| GEODC | 10 | 13% |
| MWVEDD | 24 | 30% |
| NEOEDD | 10 | 13% |
| Total | 80 | 100% |

Source: CPW Thumbprint Survey Results

Generally, respondents reacted positively to the thirteen (13) statements of the survey. All but two (2) of the statements had more than 50% of respondents respond positively to the statement. Of the statements with the most disagreement, only two (2) responses had more than 20% of respondents who disagreed with the statement.

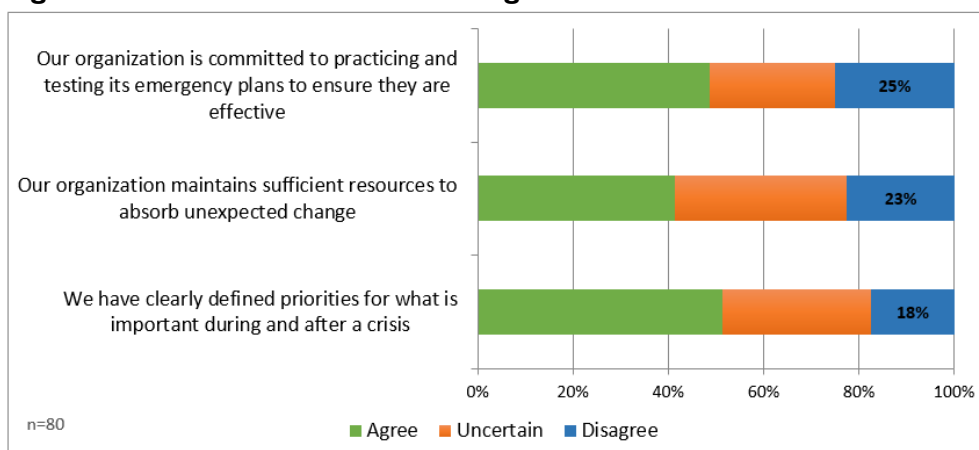
Results from the survey show that statements with the most **agreement** are those that highlight commitment, relationship, and leadership (Figure 1). The statements with the most **disagreement** are those that highlight testing of plans, resources, and priorities (Figure 2).

Figure 1: Statements with Most Agreement



Source: CPW Thumbprint Survey

Figure 2: Statements with Most Disagreement



Source: CPW Thumbprint Survey

Notably, elected officials had higher levels of agreement than other respondents across all statements. Government staff typically had higher levels of disagreement than other respondents. This suggests that there is a difference in opinion between these positions. This could be due to the different working environments these two roles exist in and how those environments affect perspectives.

Areas where city managers and government officials have higher levels of agreement than elected officials are on the following statements:

- There are few barriers stopping us from working well with other organizations
- We build relationships with others we might have to work with in a crisis
- There would be good leadership from within our organization if we were struck by a crisis.

The response for leadership may demonstrate some cognitive bias from those in leadership positions, as it is always easy to feel there would be good leadership in a crisis if you are the one leading the organization. That city managers and government officials agree that they do not have many barriers to stop them working well with others, and that they build relationships with others well is a positive finding. It highlights that the spirit of cooperation already exists amongst many organizations in Oregon.

Key Findings

- In general, **respondents tended to agree more with statements related to collaboration and leadership.** Statements with the highest pre-event agreement include:
 - People in our organization are committed to working on a problem until it is resolved (88% agree),
 - We build relationships with other we might have to work with in a crisis (83% agree), and
 - There would be good leadership from within our organization if we were struck by a crisis (78% agree).
- **Respondents tended to agree less with statements related to**

preparation. Statements with lower levels of pre-event agreement (and highest levels of disagreement) include:

- We have clearly defined priorities for what is important during and after a crisis (51% agree while 18% disagree),
- Our organization is committed to practicing and testing its emergency plans to ensure they are effective (49% agree while 25% disagree)
- Our organization maintains sufficient resources to absorb unexpected change (41% agree while 23% disagree).
- Attitudes and opinions about organizational resilience indicators differ. The amount of **agreement pre-event varied depending on respondent role**. Elected officials had higher levels of *agreement* than other respondents across all statements. Government staff typically had higher levels of *disagreement* than other respondents.

Post-Event Assessment

The purpose of the post-event survey was to provide a basis for evaluating the consistency of attitudes about resiliency before and after an event. The longer post-event survey provides data to compare against the pre-event survey. This section summarizes the results of the post-event survey.

Characteristics of Survey Respondents

The CSC received responses from all five (5) partner EDDs. The largest proportion of respondents who specified a location (26%) was from the Mid-Willamette Valley. The largest proportion of total respondents (30%) did not specify a location. Table 3 presents respondents by district.

Table 3: Survey Respondents by District

| District | Number of Respondents | Percentage |
|--------------|-----------------------|-------------|
| CWEDD | 5 | 11% |
| MWVEDD | 12 | 26% |
| COIC | 5 | 11% |
| GEODC | 5 | 11% |
| NEOEDD | 6 | 13% |
| Unknown | 14 | 30% |
| Total | 47 | 100% |

Source: CPW Post-Event Survey

The largest proportion of respondents (36%) identified with the professional role of city manager. Eight (8) of the respondents marked “Unknown” for their professional role, which represents 17% of total respondents. Table 4 presents respondents by role.

Table 4: Survey Respondents by Role

| Role | Number of Respondants | Percentage |
|----------------------|------------------------------|-------------------|
| City Manager | 17 | 36% |
| Elected Official | 10 | 21% |
| Government Officials | 12 | 26% |
| Unknown | 8 | 17% |
| Total | 47 | 100% |

Source: CPW Post-Event Survey

The post-event survey received thirty-three (33) fewer responses than the pre-event survey, which received 80 responses. Responses to the pre-event survey were more evenly distributed among the five partner EDDs, and only one respondent did not indicate their district affiliation. The post-event survey had fourteen (14) respondents who did not mark their district affiliation, representing 30% of the total responses. Similarly, the post-event survey had a larger number of respondents who did not indicate their professional roles. The pre-event survey also garnered a higher percentage of responses from elected officials, 38% for the pre-event survey, compared to 21% of the post-event survey.

Results

When compared with responses to the pre-event Thumbprint survey, confidence in resilience indicators generally increased. The average change in agreement to the thirteen statements was an increase of 5%. Three statements that showed an above-average increase in agreement are:

- Given how others depend on us, the way we plan for the unexpected is appropriate (19% increase)
- We proactively monitor our industry to have an early warning of emerging issues (16% increase)
- Our organization is committed to practicing and testing its emergency plans to ensure they are effective (10% increase)

Two statements that demonstrated a decrease in agreement are:

- We are known for our ability to use knowledge in novel ways (7% decrease)
- If key people were unavailable, there are always others who could fill their role (8% decrease)

Table 5: Comparative Table, Thumbprint vs. Full Survey

| Statement | Agree | | Uncertain | | Disagree | |
|--|------------|------------|------------|------------|------------|------------|
| | Thumbprint | Full | Thumbprint | Full | Thumbprint | Full |
| There would be good leadership from within our organization if we were struck by a crisis | 78% | 83% | 18% | 13% | 5% | 2% |
| People in our organization are committed to working on a problem until it is resolved | 88% | 87% | 11% | 7% | 1% | 4% |
| We proactively monitor our industry to have an early warning of emerging issues | 64% | 80% | 26% | 9% | 10% | 7% |
| We can make tough decisions quickly | 74% | 80% | 20% | 18% | 6% | 2% |
| We are known for our ability to use knowledge in novel ways | 64% | 57% | 29% | 32% | 8% | 7% |
| We build relationships with others we might have to work with in a crisis | 83% | 88% | 13% | 5% | 5% | 7% |
| If key people were unavailable, there are always others who could fill their role | 58% | 50% | 26% | 26% | 16% | 21% |
| There are few barriers stopping us from working well with other organizations | 68% | 69% | 21% | 24% | 11% | 7% |
| Our organization maintains sufficient resources to absorb unexpected change | 41% | 50% | 36% | 31% | 23% | 17% |
| We have clearly defined priorities for what is important during and after a crisis | 51% | 56% | 31% | 27% | 18% | 12% |
| We have a focus on being able to respond to the unexpected | 55% | 59% | 31% | 32% | 14% | 7% |
| Given how others depend on us, the way we plan for the unexpected is appropriate | 61% | 80% | 28% | 5% | 11% | 12% |
| Our organization is committed to practicing and testing its emergency plans to ensure they are effective | 49% | 59% | 26% | 17% | 25% | 22% |
| | | | | | N=80 | N=42 |

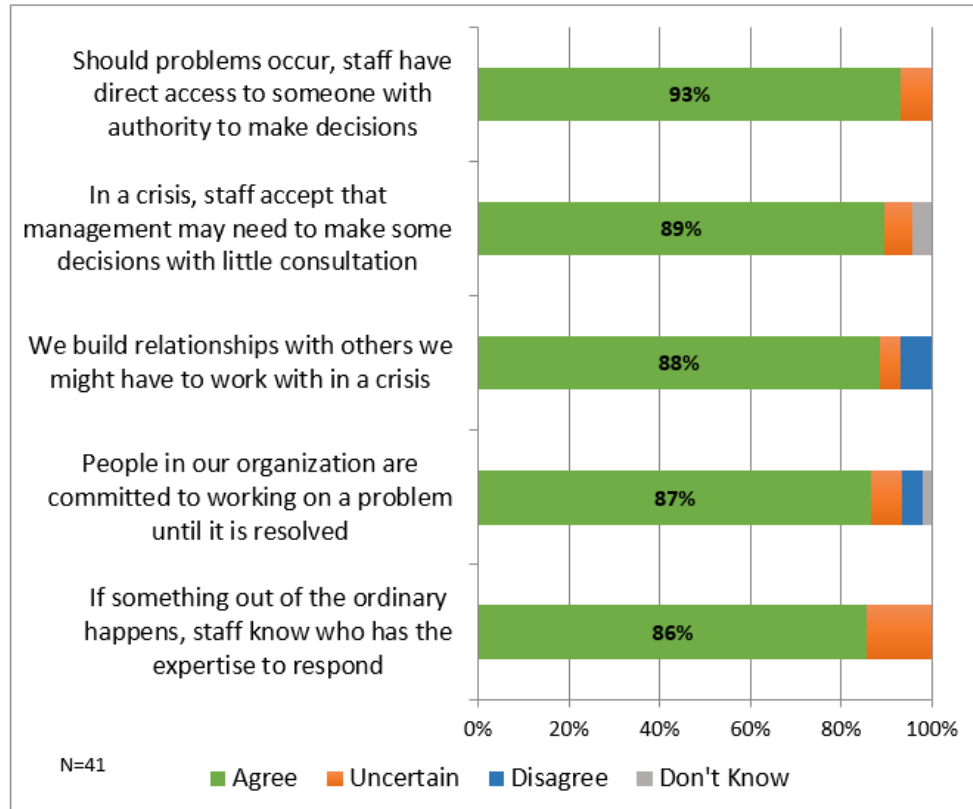
Source: CSC Pre- and Post-Event Surveys

Most statements from the post-event survey received some level of agreement. All but four (4) of the sixty-three (63) survey statements received more than 50% agreement. Of the statements with the most disagreement, only four (4) had greater than 20% of respondents who disagreed with the statement.

The top ten statements with the most **agreement** address the Leadership & Culture and the Networks & Relationships indicator categories. Six (6) of the top ten statements fell within the Leadership & Culture category; four (4) fell within the Networks & Relationships category. None of the statements within the top ten for percentage of agreement fell within the Change Ready indicator.

Figure 3 presents a 100% bar graph of the top ten statements by agreement, ordered from the highest level of agreement with the statement to the lowest level of agreement.

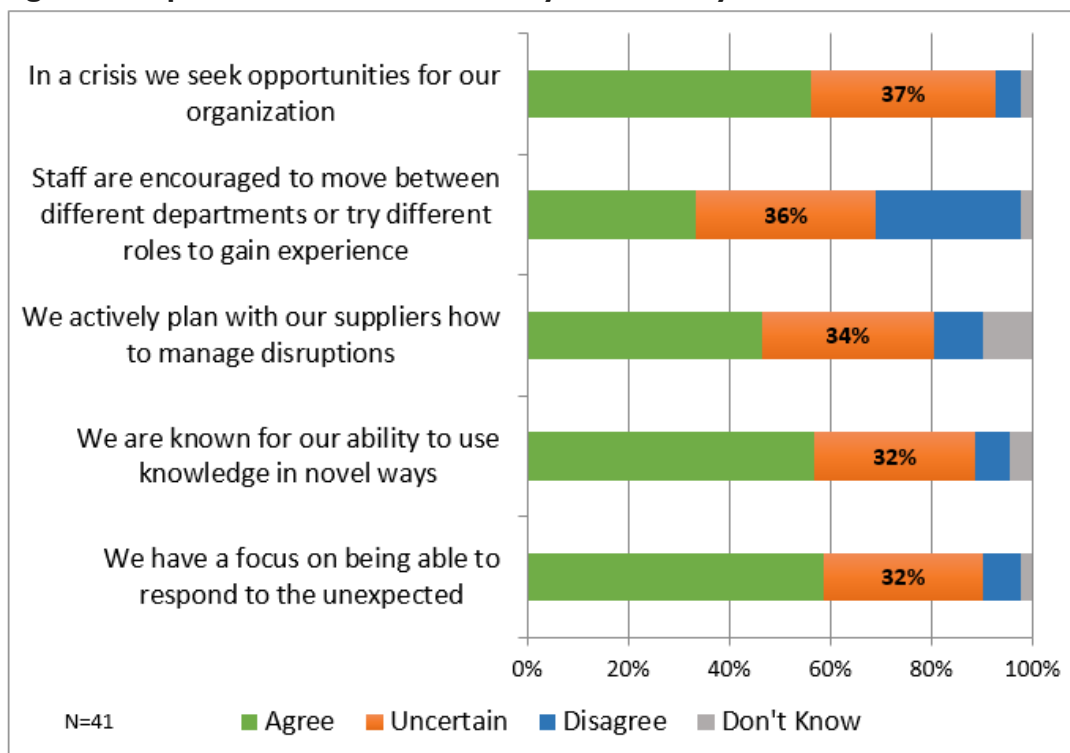
Figure 3: Top 5 Statements Ordered by Agreement: 100% Bar Graph



Source: CPW Post-Event Survey

Statements that received the most uncertain response addressed proactive posture, breaking silos, and planning strategies. Figure 4 presents a 100% bar graph of the top ten statements by uncertainty, ordered from the highest level of uncertainty about the statement to the lowest level of uncertainty.

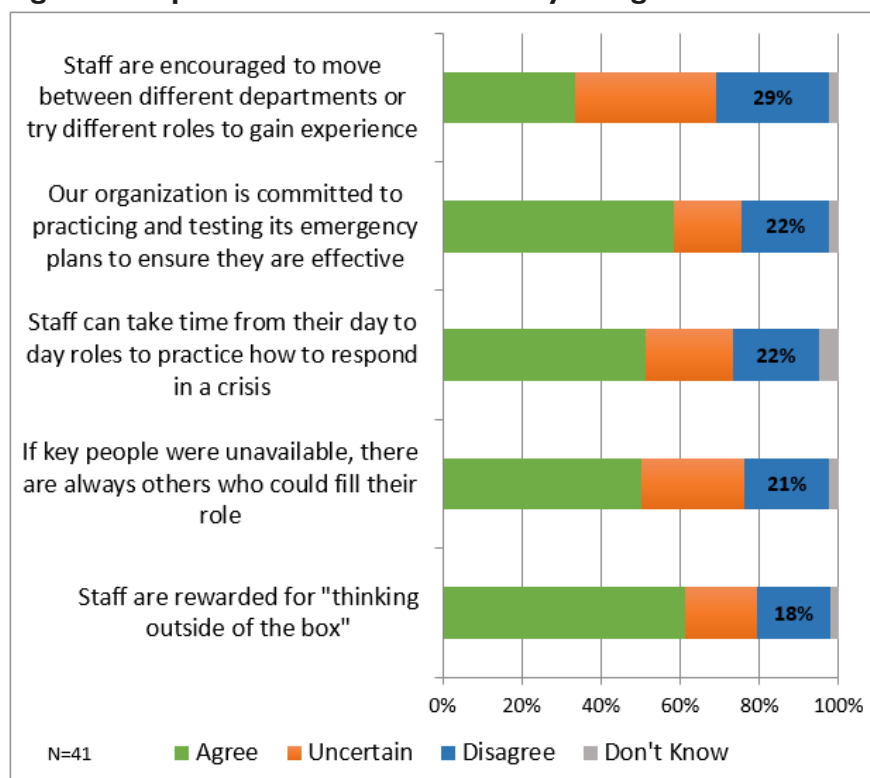
Figure 4: Top 10 Statements Ordered by Uncertainty



Source: CSC Post-Event Survey

Statements with the highest level of disagreement addressed stress testing and breaking silos. Figure 5 presents a 100% bar graph of the top ten statements by disagreement, ordered from the highest level of disagreement with the statement to the lowest level of disagreement.

Figure 5: Top 10 Statements Ordered by Disagreement



Source: CSC Post-Event Survey

Participating organizations expressed the most confidence regarding decision-making, leadership, and effective partnerships. Confidence expressed about these resilience indicators may correlate with a range of organizational qualities. Confidence in decision-making and leadership are associated with a focus on cohesion, a dedication to mission, the modeling of resilient behaviors, investment in leaders, and the high-credibility of leadership³²

High confidence in effective partnerships is associated with open communication channels, interpersonal support³³, a culture of accountability, and trust among public and private partners³⁴.

Respondents expressed the least confidence regarding breaking silos, stress testing plans, and proactive posturing.

Silos are defined as “inwardly focused organizational (sic) units where external relationships are given insufficient attention.”³⁵ Organizational continuity depends

³² Everly, George S. “Building a Resilient Organizational Culture.” *Harvard Business Review*. Harvard Business Publishing: 2010. <https://hbr.org/2011/06/building-a-resilient-organizat>

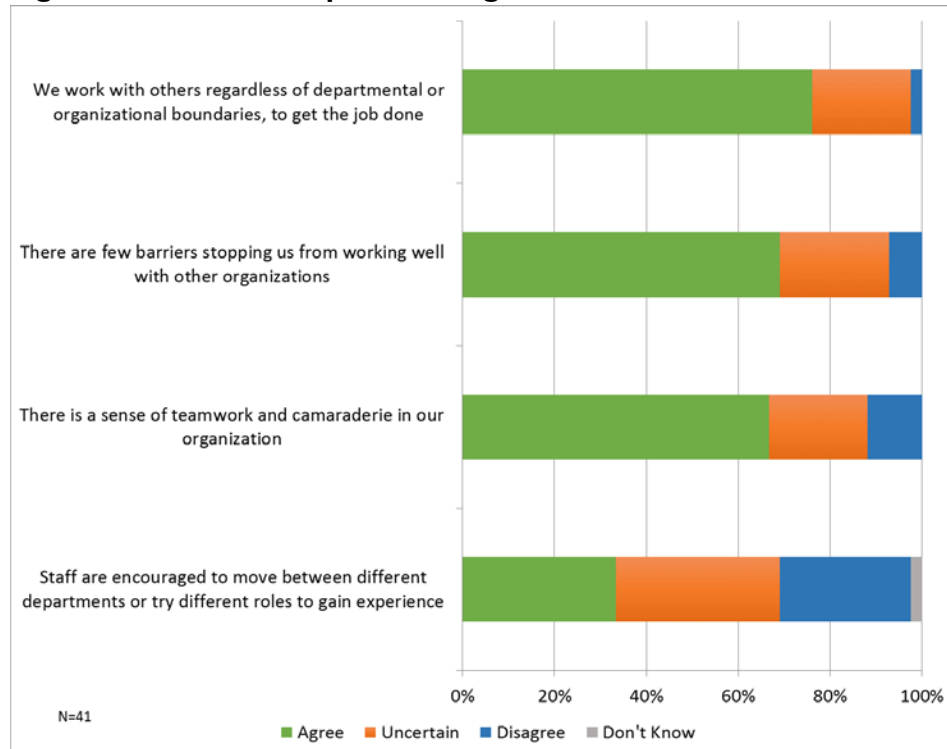
³³ Ibid.

³⁴ Bell, Michael A. “The Five Principles of Organizational Resilience.” *Gartner*. Gartner, Inc: 2002. <https://www.gartner.com/doc/351410/principles-organizational-resilience>.

³⁵ Fenwick, Tony, Erica Seville, and Dave Brunsdon. “Reducing the Impact of Organizational Silos on Resilience.” *Resilient Organizations Research Report*. Resilient Organizations New Zealand: 2009. <https://www.resorgs.org.nz/wp-content/uploads/2017/07/silos.pdf>.

on the ability to maintain service, even in the situation that key players are unable to perform their roles. Barriers between professional roles limit continuity by creating dependence on specific, solitary roles to perform tasks. Silos inhibit routine business operations while increasing the risk of catastrophic failure during unexpected events. Teams can reduce silo mentality by working in spatial proximity, emphasizing staff learning, focusing on shared goals, developing flexible administrative structures, and promoting collaboration³⁶.

Figure 6: 100% Bar Graph: Breaking Silos Indicators



Source: CSC Post-Event Survey

Key Findings

- Overall, **respondents tended to agree more with statements related to decision-making and leadership**. Statements with the highest post-event agreement include:
 - Should problems occur, staff have direct access to someone with authority to make decisions (93% agree)
 - In a crisis, staff accept that management may need to make some decisions with little consultation (89% agree)
 - We build relationships with others we might have to work with in a crisis (88% agree)
- Respondents **expressed the most uncertainty about proactive posture, breaking silos, and planning strategies**. Statements with the highest post-event uncertainty include:
 - In a crisis we seek opportunities for our organization (37% uncertain)

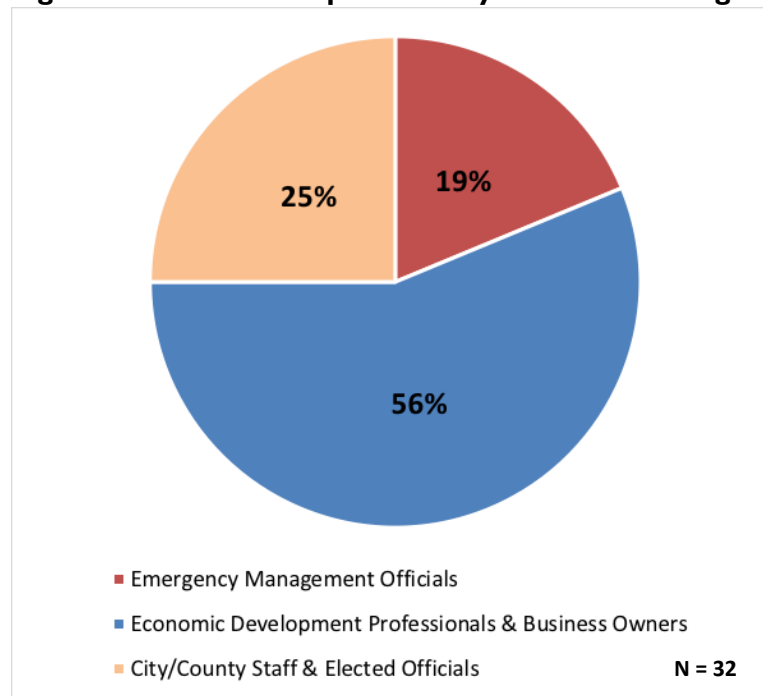
³⁶ Ibid.

- Staff are encouraged to move between different departments or try different roles to gain experience (36% uncertain, 33% agree)
 - We actively plan with our suppliers how to manage disruptions (34% uncertain, 46% agree)
- Respondents **expressed the most disagreement with statements about breaking silos and stress testing plans**. The statements with the highest post-event disagreement include:
 - Staff are encouraged to move between different departments or try different roles to gain experience (29% disagree)
 - Our organization is committed to practicing and testing its emergency plans to ensure they are effective (22% disagree)
 - Staff can take time from their day to day roles to practice how to respond in a crisis (22% disagree)

Interviews

The purpose of the interviews was to supplement the information gathered through the pre-and post-event surveys and provide additional context. Specifically, we wanted to better understand stakeholder opinions and attitudes about pre-event, during-event, and post-event asset planning and partner collaboration.

Figure 7. Interview Respondents by Professional Organization



Source: CSC Interviews

The interviews sought to solicit input from business representatives, elected officials, agency administrators, emergency managers, and critical infrastructure providers. Participants were interviewed from each of these categories, but the majority of respondents were economic development professionals.

Table 6. Total Interview Respondents by District

| District | Number of Respondents | Percentage |
|--------------|-----------------------|-------------|
| CWEDD | 2 | 6% |
| MWVEDD | 4 | 13% |
| COIC | 8 | 25% |
| GEODC | 13 | 41% |
| NEOEDD | 5 | 16% |
| Total | 32 | 100% |

Source: CSC Interviews

This section summarizes common themes identified by interview participants across all of the five EDD regions. The themes are:

- **Preparation** includes strengthening existing relationships, preparing a regional message, and increasing capacity by recognizing gaps exist availability.
- **Collaboration** discusses how preparation for the eclipse strengthened interagency coordination and communication, the distinct agencies that created new relationships, and leveraging assets.
- **Leadership** includes the coordinated incident command centers that played roles in regional organization, and the benefits of showcasing and bringing exposure to various regions across the state.

Preparation

A key theme from the interviews is the importance of preparation and value of starting planning processes early. Stakeholders from each district commented on the benefits of preparing for the events of the eclipse, and subsequent advantages came from pre-planning efforts, including strengthening existing relationships within the region, and forming new relationships across diverse agencies. Eclipse preparation also provided districts the opportunity to identify gaps in their capacity to provide resources.

Districts began preparing for the eclipse at least one year beforehand. In most cases, the Chambers of Commerce, tourism agencies, or economic development associations initiated communication with emergency management professionals to coordinate planning efforts. Each region held regular meetings and reached out to stakeholders to get as many partners at the table as possible.

Eclipse Preparation Strengthened Existing Relationships

District staff feel more comfortable reaching out to contacts at the various agencies that they collaborated with during the planning process for the eclipse. Many stated that the planning process brought agencies closer and strengthened the working relationships that existed before the event. New relationships also formed during the process. Interviewees stated that they know who to call for questions or information after the event, and feel comfortable making those calls. Emergency

management professionals collaborated directly with city and county staff and economic development officials during this process, and established rapport that will carry through to the next collaborative event. Overall, individuals from various agencies indicated they feel more comfortable communicating with each other after this event.

Eclipse Preparation Increased Capacity

After the events of the total solar eclipse, many districts feel more prepared for a catastrophic event like the Cascadia Earthquake. During the event, district resources were stretched and capacity tested to manage the sudden influx of visitors to their regions, while ensuring public safety. Some districts remarked that this event demonstrated greater regional capacity than they had initially thought. Conversely, several districts commented that this event helped identify areas that need attention. These interviewees stated that in the event of a “no-notice” emergency situation their current resources would be insufficient. A “no notice” emergency situation could be a multi-car accident or a spontaneous wildfire

Unified Messaging

When regions coordinated, they were able to craft a unified message. They had stronger voices and their messaging was more effective. This is true for both the emergency management professionals who broadcast messages promoting public safety, as well as the economic professionals who promoted tourism. Some regions noted that media could have better balanced their communications. A more calibrated message of both emergency preparedness and promotion might have encouraged tourism revenue without compromising regional safety.

Collaboration

All districts expressed collaboration as a key theme. Collaboration is represented by strengthened interagency coordination, emergence of new relationships, and identification of assets that were leveraged.

Interagency Coordination

All interview participants indicated that strong relationships existed within each of the districts prior to the eclipse. Participants reported that cross-discipline coordination increased, and relationships across agencies strengthened. Interviewees also noted that new relationships developed as a result of collaboration during the preparation phase of the eclipse. Interagency communication was a common theme across districts, and there was an overall positive report of these experiences. Multiple regions described the pre-planning collaboration efforts between agencies as a ‘powerful’ experience and agreed that regions were stronger operating as a collective unit.

Breaking Barriers

Most agencies that worked together during the eclipse had collaborated previously on other projects. However, participants reported that new relationships between emergency management professionals and economic development professionals

formed as a result of the event. For the first time, they were communicating and coordinating with each other. It was noted that communication among emergency management and economic development professionals is important to managing public safety, and brings a significant benefit to economic development.

Leveraging Assets

Regions identified assets that already exist in their areas, resources that were developed as part of pre-planning efforts, and resources they wish were available in the future. Many regions reported the beauty of the natural landscape, and its attraction as a destination for visitors and tourists as a primary asset. The next greatest asset in each region was reported to be the people: staff, volunteers, and management professionals all played significant roles in stepping up to the plate and offering services and expertise. Strong relationships between these people were a significant asset to each region.

The emergency information networks that were developed prior to the eclipse also played a significant role in regional communication and coordination. Additionally, an amateur radio communications system was developed by volunteers, which proved to be a major asset to effective and efficient communication in regions with unreliable telecommunications abilities due to the mountainous terrain. Online resources including mapping tools, social media platforms, and communication websites also allowed for messaging to reach across a greater network.

Leadership

Command Centers

When regions coordinated their messaging through regional command centers, their messaging was stronger, louder, and more effective. Command centers allowed for new information to filter through many agencies at once, and messaging was distributed to many agencies simultaneously using the same language. Establishing a communication network ensured that messaging was consistent, immediate, and distributed comprehensively to all connected agencies. Regions agreed on centralizing leadership to ensure that all parties were notified and ready to respond in case of an emergency.

Exposure / Showcasing

A common theme mentioned in each district's interview was excitement to showcase their region to visitors. Regions were generally excited to have visitors and tourists arrive, and felt a sense of pride in their area. Economic development leadership played a significant role in promoting tourism in regions, and capitalizing on the economic benefits that the eclipse could bring.

Key Findings

- Overall, interview participants felt **more confident in relationships** that were in place prior to the events of the eclipse.
 - Communication during the preparation phase of the eclipse confirmed trust between agencies and organizations and increased the level of

- support that they gathered from their region.
 - The attitudes toward preparation for the eclipse were consistent across all districts; each region expressed the value in preparing for an event at this scale.
 - Districts overall remarked that they are now more comfortable reaching out to partners after working together to plan for the eclipse.
- Participants overall expressed **improved interagency collaboration** across a variety of disciplines.
 - Organizations reported that new relationships have emerged because of the cross-agency coordination that was required to plan for the eclipse.
 - Emergency management and economic development professionals collaborated during this event, and established a new working relationship.
- Participants expressed **improved confidence in leadership and recognized their capacity**.
 - Regions expressed that the eclipse was an opportunity for them to assess their capacity, and stress-test their plans to understand where gaps exist in their resources.
 - Communication networks that were established to handle the influx of visitors played a significant role in organizing leadership in the region. Connecting agencies through one point of command was successful in preparing for emergency response, and providing a consistent message to all regional agencies.
 - Many regions expressed the opportunity to showcase their communities and capitalize on the economic benefits of increased tourism to the area.

CHAPTER 4: KEY FINDINGS/CONCLUSIONS

The purpose of this report is to assess the economic resilience of the five (5) Economic Development Districts (EDDs) affected by the 2017 total solar eclipse. In particular, this assessment focused on the extent to which economic and emergency management professionals collaborated before the eclipse and how they can collaborate better, and the business impacts and opportunities that resulted from the eclipse.

The primary elements of this assessment include:

- A pre-event survey.
- A post-event survey.
- Interviews with stakeholders.

We have organized the findings and conclusions by the following themes: Preparation, Leadership, and Collaboration.

Preparation

A diverse range of organizations and agencies came together to plan and prepare for the eclipse well in advance of the event. Many interviewees commented that their preparations ensured that the event went smoothly. Continuing to prepare for unknown events will increase the abilities of regions and the state to respond to an emergency event. In particular, the following themes were highlighted in both the survey and the interviews:

- **Emergency event preparation is important.** Survey results and interview discussions confirm that local stakeholders value preparation.
- Interview discussions especially highlighted that **preparation leads to increased business exposure/capture.** Preparation for the eclipse event brought not only tourist dollars on the day of the event but also exposure to the State and the potential for a continued return on investment from repeat visitors.
- **Having a unified message is key.** Interview discussions confirm the pre-event messaging is important for both tourists and local residents. Ensuring that message is unified across the district and across the State addresses potential challenges, encourages visitors to attend events, and assists districts in leveraging resources.

Leadership

Survey respondents and Interviewees demonstrated confidence in leadership across all sectors and economic development districts. Ensuring trusted and positive leadership is important both in times of crisis and in preparation for events. Regions should continue to use strong leadership to maintain a culture of collaboration and preparedness. In particular, the following themes were highlighted in both the survey and the interviews:

- **Practice is valuable, but not happening on a regular basis.** In the absence of known disaster events, multi-agency/multi-discipline opportunities to practice disaster preparation will require leadership to organize events and institute a culture of preparedness across the State.
- The eclipse demonstrated that **known events provide a reason to convene collaborations.** Survey and interviews confirmed that organizations seek to build relationships with others, and preparation for the eclipse brought many organizations to the table together for the first time.
- **Connections between organizations were initiated by Economic Development Professionals.** The willingness of economic development folks to take a leadership role in planning for the eclipse demonstrates the resilience of the economic development sector. Continuing to foster these relationships will provide continued resilience in the face of known and unknown events.
- Survey results demonstrated a **high level of confidence in leadership and decision making.** Unknown events or crises require strong leadership.

Collaboration

Collaboration is strong in Oregon. Survey respondents and interviewees from each Economic Development District discussed their ability to collaborate and the positive results from collaborating with organizations and agencies they were not familiar with. In particular, the following themes were highlighted in both the survey and the interviews:

- **Strong cross-agency, cross-disciplinary collaboration is critical.** Interview participants emphasized the value of economic development, emergency management, and critical infrastructure collaboration during the eclipse.
- **Strong relationships already exist and can be strengthened.** Many interviewees confirmed that relationships were strengthened both in the planning phase and during the event itself. Sustaining these collaborations will be key to ensuring continued collaboration within the State.
- Despite the development of strong relationships and the desire to collaborate, **Silos still exist at all levels.** Breaking these silos will ensure continued collaboration and information sharing when preparing for semi-known events such as the annual wildfire season, or unknown events such as the Cascadia Subduction Zone Earthquake.

APPENDIX I: PRE-EVENT SURVEY

This appendix summarizes the methods and results from the CSC administered pre-eclipse survey. The intent of the survey was to provide a quick snapshot of organizational resilience prior to the 2017 Eclipse. This appendix describes the survey adaptation and administration methods, characteristics of survey respondents, and key themes identified in the survey results.

Background and Purpose

The New Zealand Resilience Organizations Research Program (RORP) developed a set of tools and resources aimed at assessing organizational resilience. Resilient Organizations New Zealand is a consulting and research team based in New Zealand focusing on organizational resilience.³⁷ Resilient Organizations uses 13 indicators of organizational resilience to help organizations understand how to embed resilience into their culture.

One of RORP's tools, the "Resilience Thumbnail Tool," provides a quick snapshot of organizational resilience. The tool is a short version of RORP's Benchmark Resilience Tool. The CSC selected the thumbprint tool for the pre-event survey (1) because it only takes five-minutes to complete, (2) provides a concise summary of resilience strengths and weaknesses, and (3) provides comparable data to the expanded "Benchmark Resilience Tool" the CSC administered following the 2017 eclipse.

Survey Development and Administration

In accordance with the Scope of Work, the CSC team used RORP's "Thumbprint" tool to assess organizational resilience pre-eclipse. The Thumbprint survey provides a brief snapshot of the current resilience of an organization. The team adapted and administered the tool for this project with their permission.

The CSC administered the survey online to 195 recipients across five (5) Economic Development Districts in Oregon. The districts were:

- Cascades West Economic Development District (CWEDD)
- Mid-Willamette Valley Economic Development District (MWVEDD)
- Central Oregon Intergovernmental Council (COIC)
- Greater Eastern Oregon Development Corporation (GEODC)
- Northeastern Oregon Economic Development District (NEOEDD)

Each district provided CSC with a list of recipients. Each recipient received a unique link to the survey and could not complete the survey more than once. CSC recorded a total of 90 survey responses (80 complete responses and 10 partial or unfinished

³⁷ "Organizational Resilience," Resilient Organizations New Zealand, 2018, <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

responses). This represents a 46% overall response rate and a 41% response rate for finished surveys only. CSC distributed the survey using Qualtrics, a survey management software, licensed through the University of Oregon.

CSC activated the survey on August 14, 2017. We sent follow up reminders to stakeholders who had not responded to or only partially completed the survey on August 16, 2017 and August 18, 2017. CSC closed the survey on Friday, August 18, 2017. CSC received completed surveys from stakeholders in each of the five economic development districts.

Respondent Characteristics

The CSC received 80 total responses from across the five Economic Development Districts. Table 1 presents a breakdown of respondents by region.

Table 1: Survey Respondents by District

| District | # of Respondents | Percentage |
|--------------|------------------|-------------|
| COIC | 17 | 21% |
| CWEDD | 18 | 23% |
| GEODC | 10 | 13% |
| MWVEDD | 24 | 30% |
| NEOEDD | 10 | 13% |
| Unknown | 1 | 1% |
| Total | 80 | 100% |

Source: CPW Thumbprint Survey

Table 2 presents a breakdown of respondents by their role in the organization. Government Officials refers to respondents who noted their role as Planner, Economic Development Specialist, Public Works, or Emergency Management. Additionally, there were four (4) respondents who did not provide information about their role. Their responses were recorded in the analysis of the results by district but not in the analysis of the results by role.

Table 2: Survey Respondents by Role

| Role | # of Respondents | Percentage |
|----------------------|------------------|-------------|
| Elected Official | 27 | 13% |
| City Manager | 30 | 3% |
| Government Officials | 19 | 6% |
| Unknown | 4 | 5% |
| Total | 80 | 100% |

Source: CPW Thumbprint Survey

Survey Results

This section presents high level results followed by detailed results broken out by survey theme. The four themes are:

- **Capacity** – The ability of an organization to complete tasks dependent on a variety of human, physical, and financial resources.
- **Action** – The ability to take action to prepare for a crisis event and test plans before an event occurs.
- **Networks** – The ability to collaborate within an organizations own region and with neighboring communities.
- **Agility** – The ability to adapt to unexpected crises events.

The questions in the survey asked respondents to answer on a scale of one (1) to eight (8) whether they agreed with the statement. An answer of one corresponded with Strongly Disagree and an answer of eight corresponded with Strongly Agree.

In order to visualize the data, the CSC aggregated responses into three (3) categories: Agree, Uncertain, and Disagree. Agree corresponded with a response of strongly agree (8), seven (7), or six (6). Uncertain corresponded with a response of five (5) or four (4). Disagree corresponded with a response of three (3), two (2), or strongly disagree (1).

Key Findings

All of the statements from the survey received some level of positive response. All but two (2) of the statements had more than 50% of respondents respond positively to the statement. Of the statements with the most disagreement, only two (2) responses had more than 20% of respondents who disagreed with the statement.

The data shows that the statements with the most **agreement** are those that highlight commitment, relationship, and leadership (Table 4). The statements with the most **disagreement** are those that highlight testing of plans, resources, and priorities (Table 5).

Table 3 presents a ranked list of the statements by agreement from the statement with the highest level of agreement to the statement with the lowest level of agreement.

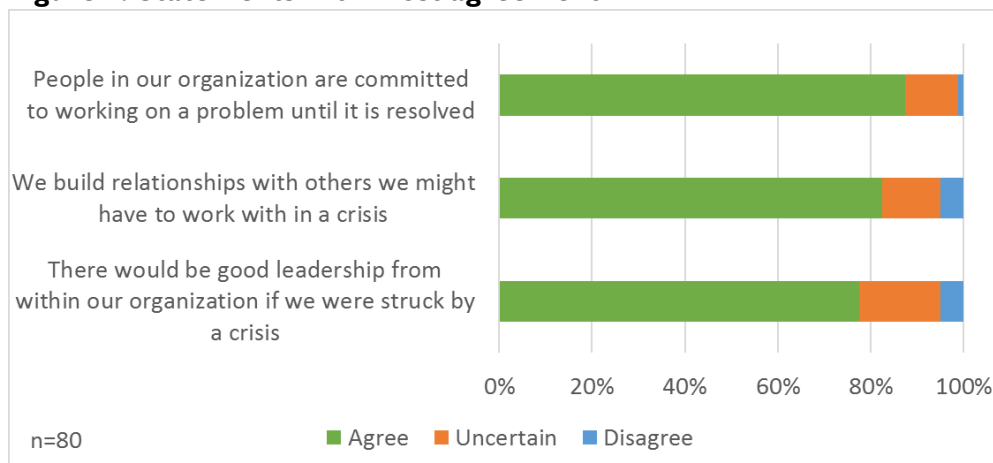
Table 3: Statements ranked by agreement

| Rank | Statement | Agree | Uncertain | Disagree |
|------|--|-------|-----------|----------|
| 1 | People in our organization are committed to working on a problem until it is resolved | 88% | 11% | 1% |
| 2 | We build relationships with others we might have to work with in a crisis | 83% | 13% | 5% |
| 3 | There would be good leadership from within our organization if we were struck by a crisis | 78% | 18% | 5% |
| 4 | We can make tough decisions quickly | 74% | 20% | 6% |
| 5 | There are few barriers stopping us from working well with other organizations | 68% | 21% | 11% |
| 6 | We proactively monitor our region to have an early warning of emerging issue | 64% | 26% | 10% |
| 7 | We are known for our ability to use knowledge in novel ways | 64% | 29% | 8% |
| 8 | Given how others depend on us, the way we plan for the unexpected is appropriate | 61% | 28% | 11% |
| 9 | If key people were unavailable, there are always others who could fill their role | 58% | 26% | 16% |
| 10 | We have a focus on being able to respond to the unexpected | 55% | 31% | 14% |
| 11 | We have clearly defined priorities for what is important during and after a crisis | 51% | 31% | 18% |
| 12 | Our organization is committed to practicing and testing its emergency plans to ensure they are effective | 49% | 26% | 25% |
| 13 | Our organization maintains sufficient resources to absorb unexpected change | 41% | 36% | 23% |

Source: CPW Thumbprint Survey

Figure 1 presents the top three (3) most agreed with statements from the thumbprint survey.

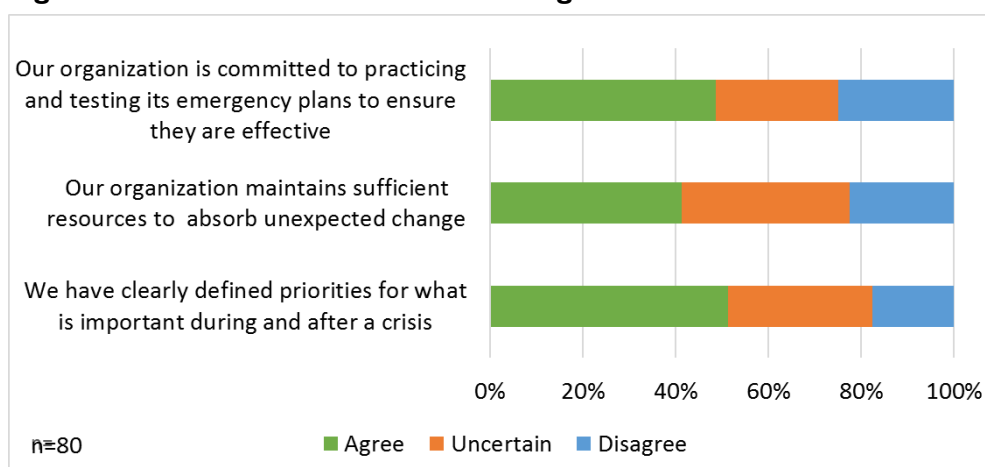
Figure 1: Statements with most agreement



Source: CPW Thumbprint Survey

Figure 2 presents the top three (3) most disagreed with statements from the thumbprint survey.

Figure 2: Statements with the most disagreement



Source: CPW Thumbprint Survey

In general, elected officials had higher levels of agreement than other respondents across all statements. Government staff? typically had higher levels of disagreement than other respondents. This suggests that there is a difference in opinion between elected officials and those working in the field. High levels of optimism and agreement from elected officials could be a positive from the view of allocating resources. However, this could pose both positives and negatives if elected officials feel that their communities are more resilient than they are, or than those working in government think that they are.

Interestingly, the areas where city managers and government officials have higher levels of agreement than elected officials are on the following statements:

- There are few barriers stopping us from working well with other organizations
- We build relationships with others we might have to work with in a crisis
- There would be good leadership from within our organization if we were struck by a crisis.

The response for leadership may demonstrate some cognitive bias from those in leadership positions, as it is always easy to feel there would be good leadership in a crisis if you are the one leading the organization. It is interesting to note that city managers and government officials agree that they do not have many barriers to stop them working well with others, and that they build relationships with others well. This is a positive finding that highlights that the spirit of cooperation already exists amongst many organizations in Oregon.

The following section presents detailed analysis on each of the four main themes.

Capacity

Capacity refers to the ability of an organization to complete tasks dependent on a variety of human, physical, and financial resources. Human resources are the staff or volunteers an organization employs, and their available time to complete tasks. Physical resources are buildings, land, or materials. Financial resources are the money or credit available to an organization to complete their work and hire staff.

The questions in the survey that refer to capacity are:

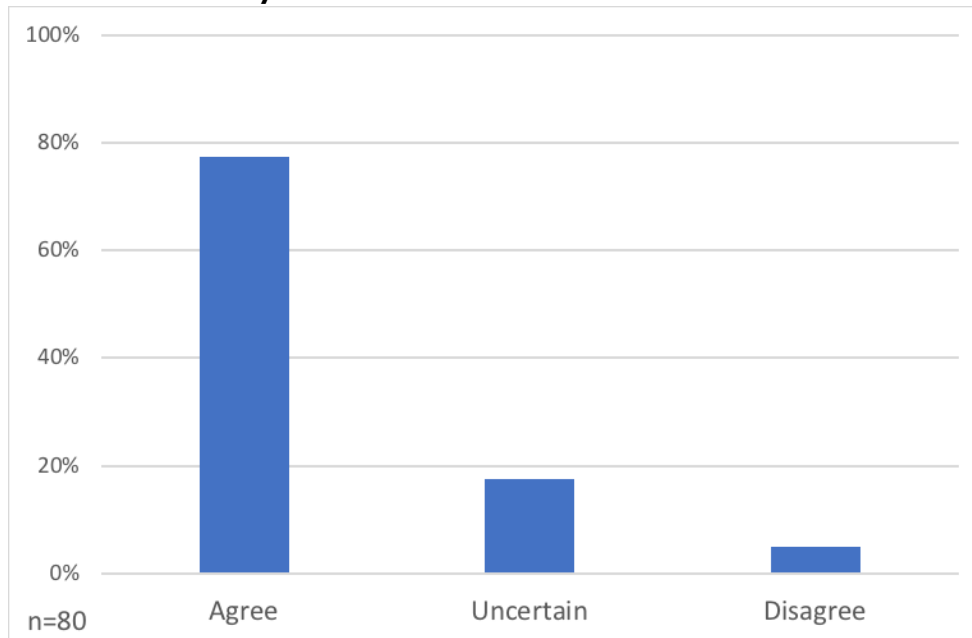
- There would be good leadership from within our organization if we were struck by a crisis.
- If key people were unavailable, there are always others who could fill their role.
- Our organization maintains sufficient resources to absorb unexpected change.
- Given how others depend on us, the way we plan for the unexpected is appropriate.

There would be good leadership from within our organization if we were struck by a crisis.

Good leadership during a crisis increases the capacity of an organization through good decision making and positive situation management.

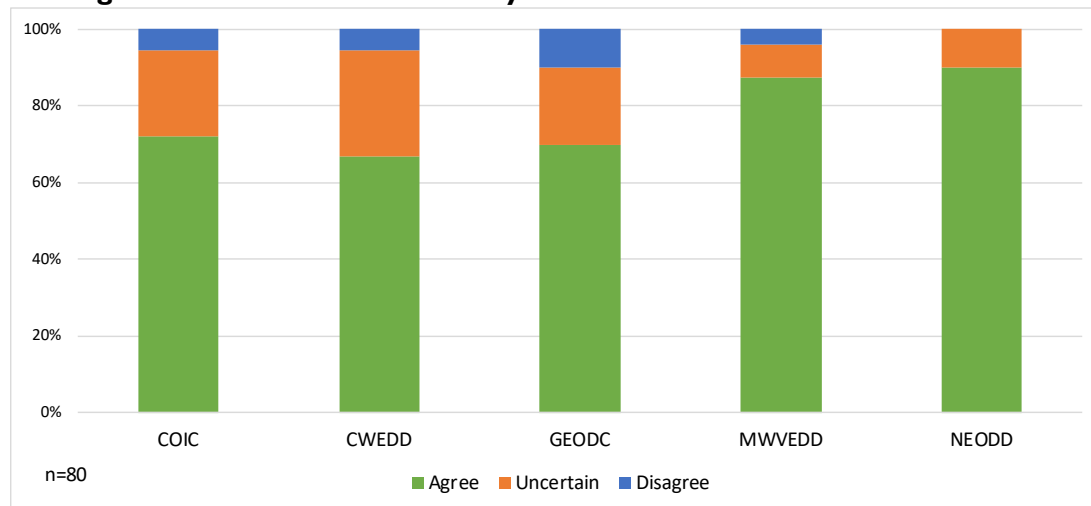
Respondents to the survey mostly agree that there would be good leadership from their organization in a crisis (78%) and only 5% disagreed with the statement. Respondents from MWVEDD demonstrated the highest level of agreement to the statement (88%). Government officials were the most uncertain respondents to this statement, with 25% responding that they were uncertain and 10% disagreeing with the statement. This compared with City Managers, 80% of whom responded that they agree with the statement.

Figure 3: There would be good leadership from within our organization if we were struck by a crisis



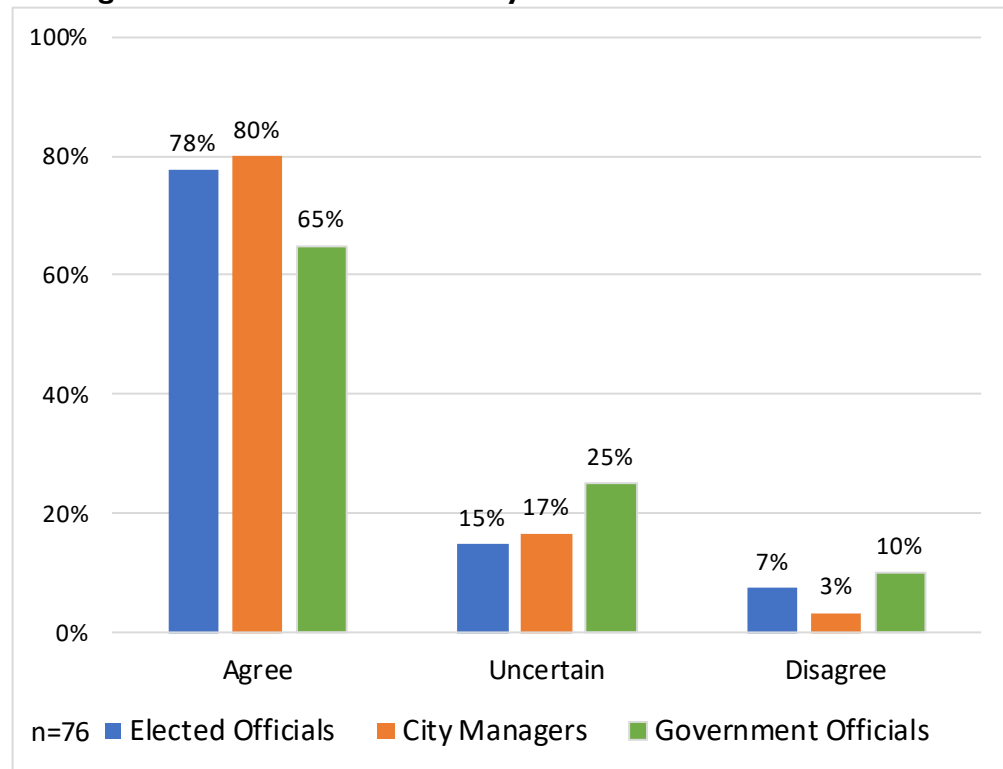
Source: CPW Thumbprint Survey

Figure 4: Response by EDD: There would be good leadership from within our organization if we were struck by a crisis



Source: CPW Thumbprint Survey

Figure 5: Response by Role: There would be good leadership from within our organization if we were struck by a crisis



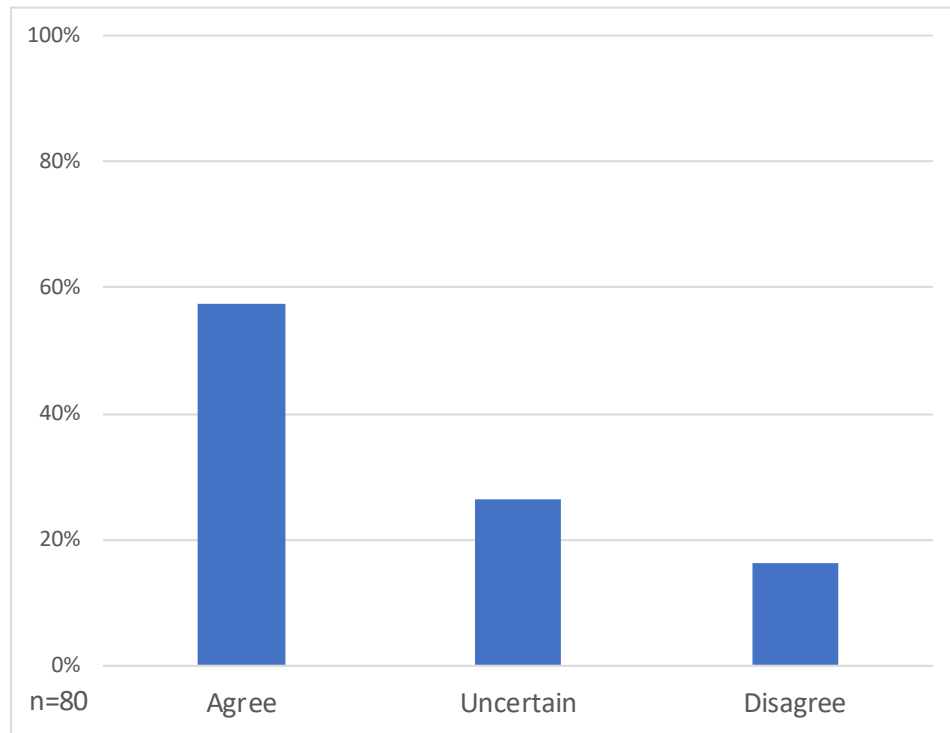
Source: CPW Thumbprint Survey

If key people were unavailable, there are always others who could fill their role.

Ensuring knowledge is spread across an organization makes sure that there are multiple people with the ability to lead or access information in a crisis. This redundancy provides a fail-safe that can keep an organization functioning through crisis events.

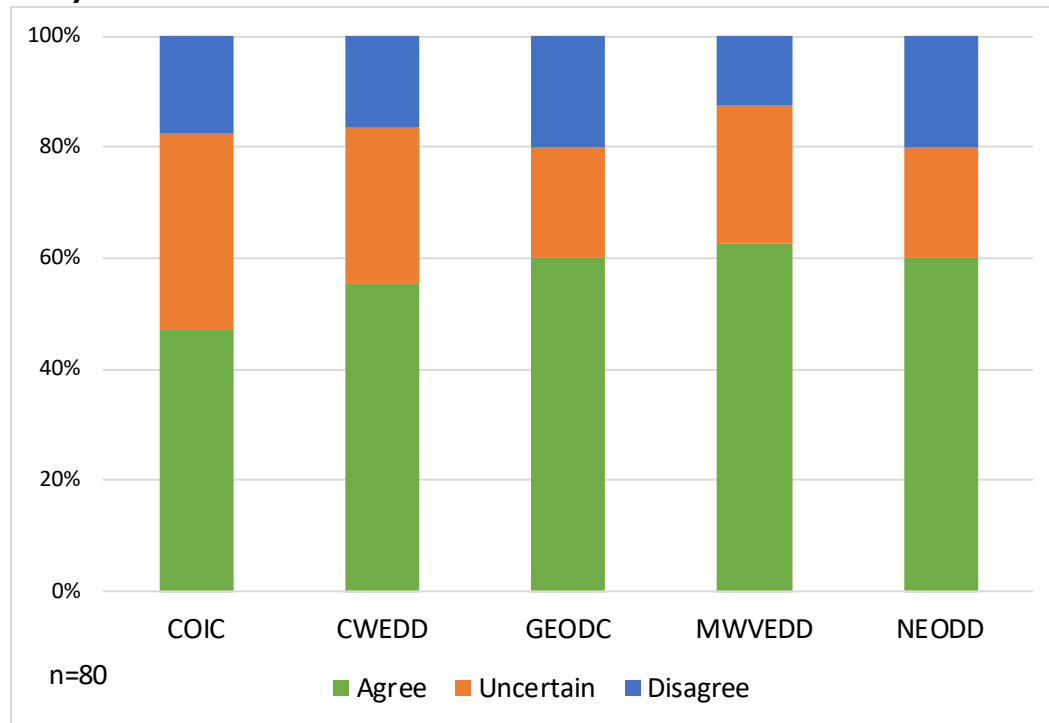
The majority of respondents agreed with this statement (58%), however, 26% of respondents were uncertain and 16% disagreed with the statement. COIC demonstrated the most uncertainty to this statement (35%). Only 32% of government officials agreed with the statement, compared with 70% of elected officials.

Figure 6: If key people were unavailable, there are always others who could fill their role



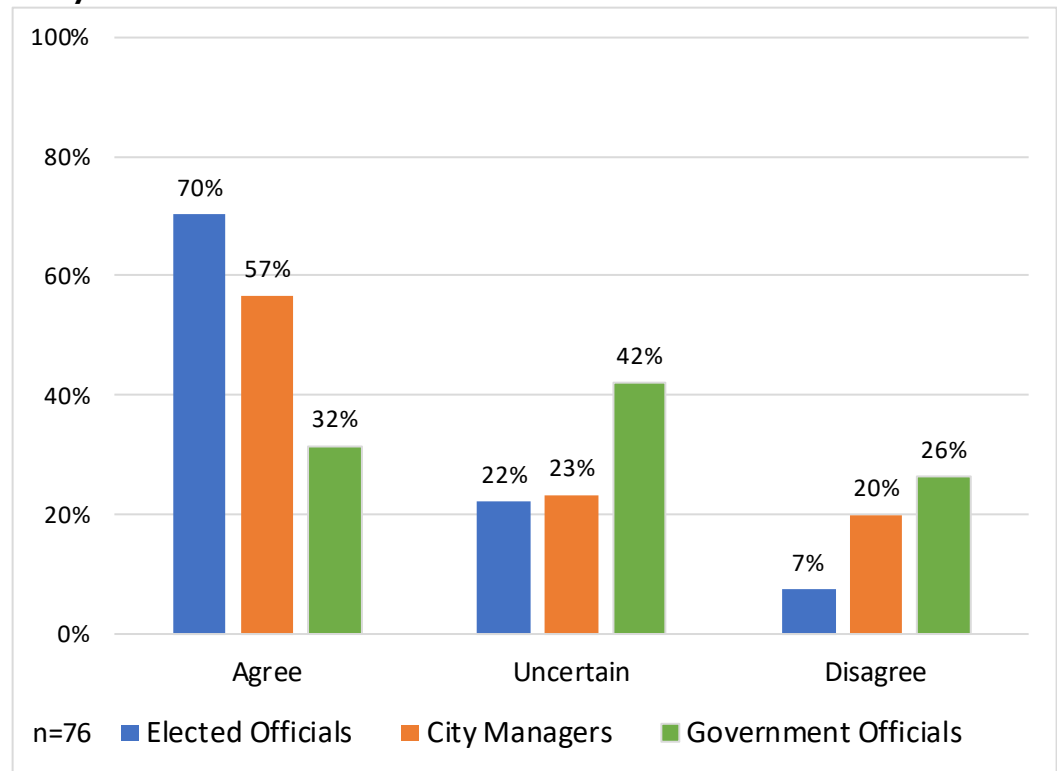
Source: CPW Thumbprint Survey

Figure 7: Response by District: If key people were unavailable, there are always others who could fill their role



Source: CPW Thumbprint Survey

Figure 8: Response by Role: If key people were unavailable, there are always others who could fill their role



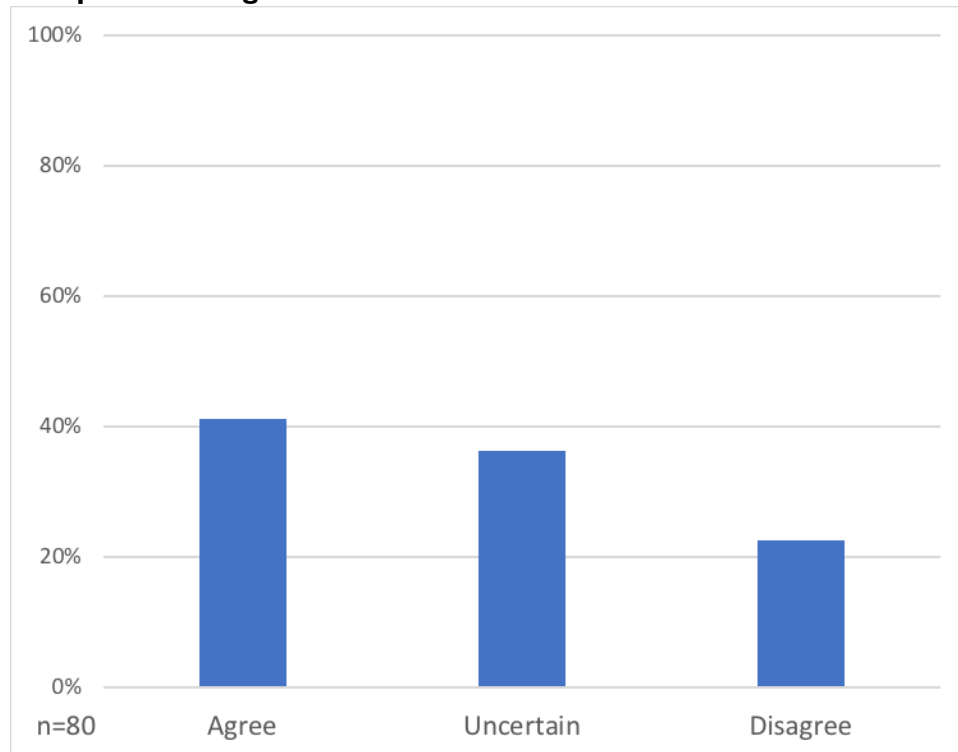
Source: CPW Thumbprint Survey

Our organization maintains sufficient resources to absorb unexpected change.

The ability to absorb unexpected change increases the capacity of an organization through the management and mobilization of additional resources during a crisis event.

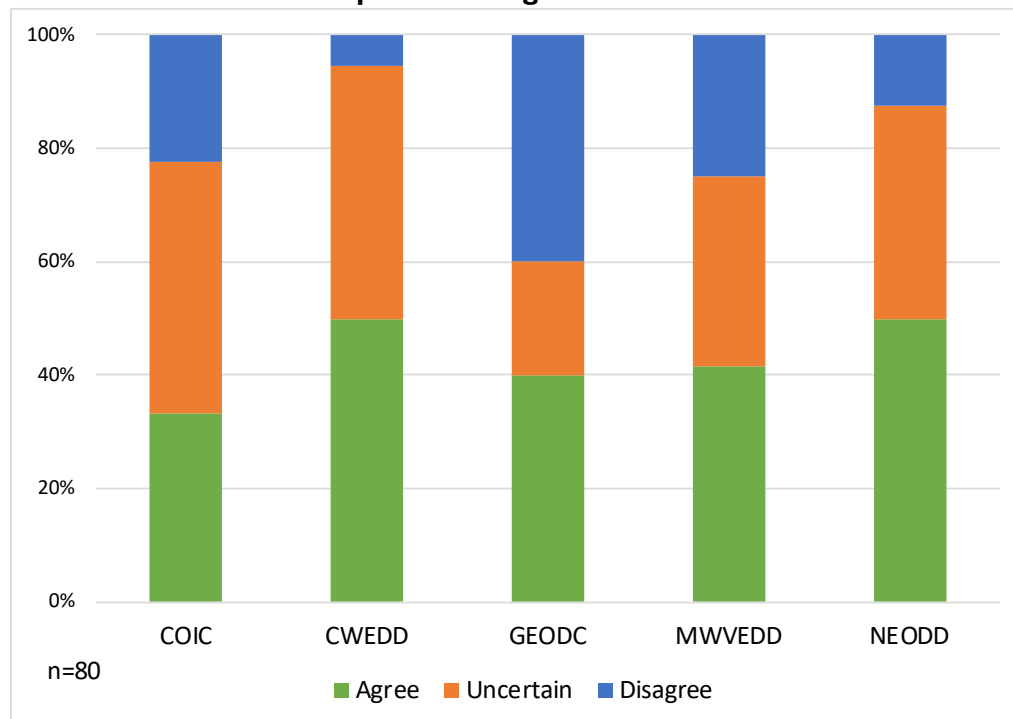
Responses to this statement were mixed with 41% of respondents in agreement, 36% uncertain and 23% who disagreed. The economic development district responses mirrored this uncertainty. The biggest disparity was between government officials and elected officials with 56% of elected officials agreeing with the statement and only 26% of government officials agreeing with the statement. Conversely 26% of Government officials disagreed with the statement and only 19% of elected officials disagreed with the statement.

Figure 9: Our organization maintains sufficient resources to absorb unexpected change



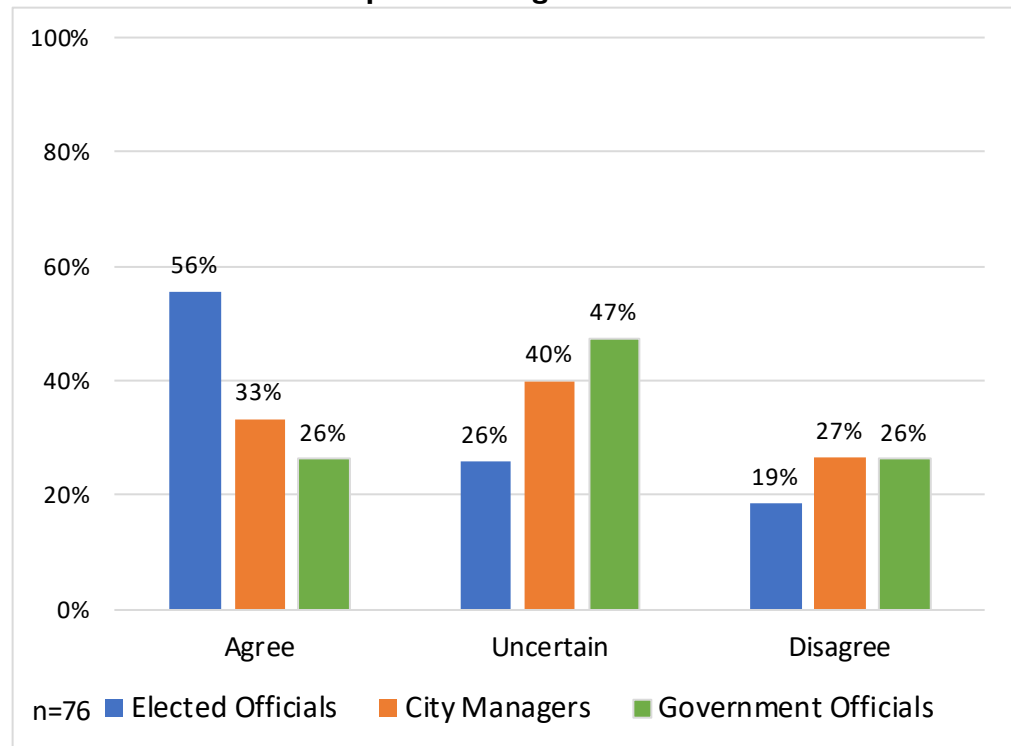
Source: CPW Thumbprint Survey

Figure 10: Response by District: Our organization maintains sufficient resources to absorb unexpected change



Source: CPW Thumbprint Survey

Figure 11: Response by Role: Our organization maintains sufficient resources to absorb unexpected change



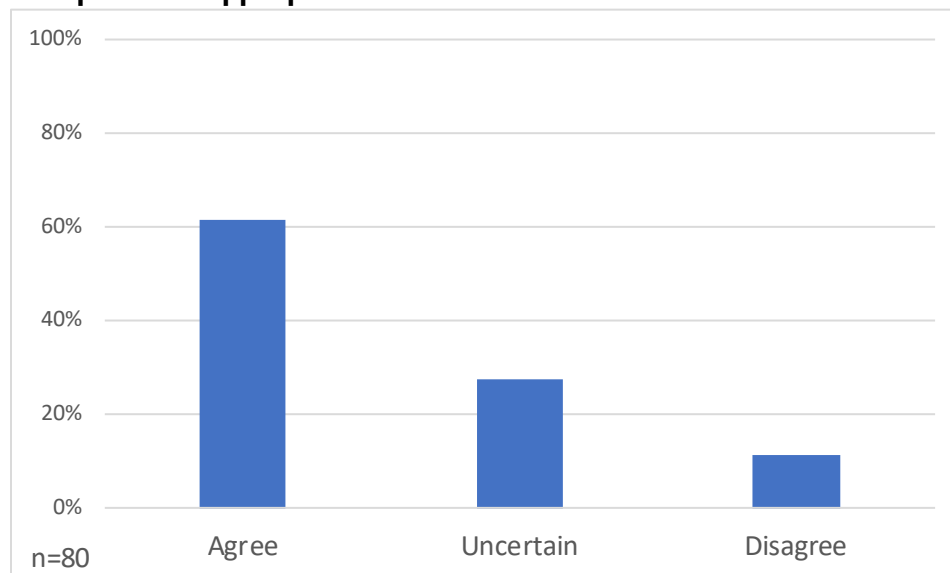
Source: CPW Thumbprint Survey

Given how others depend on us, the way we plan for the unexpected is appropriate.

Planning for the unexpected increases the capacity of an organization because it ensure that members of the organization know what will happen in the event of a crisis. This is particularly important if the organization has many people relying on them.

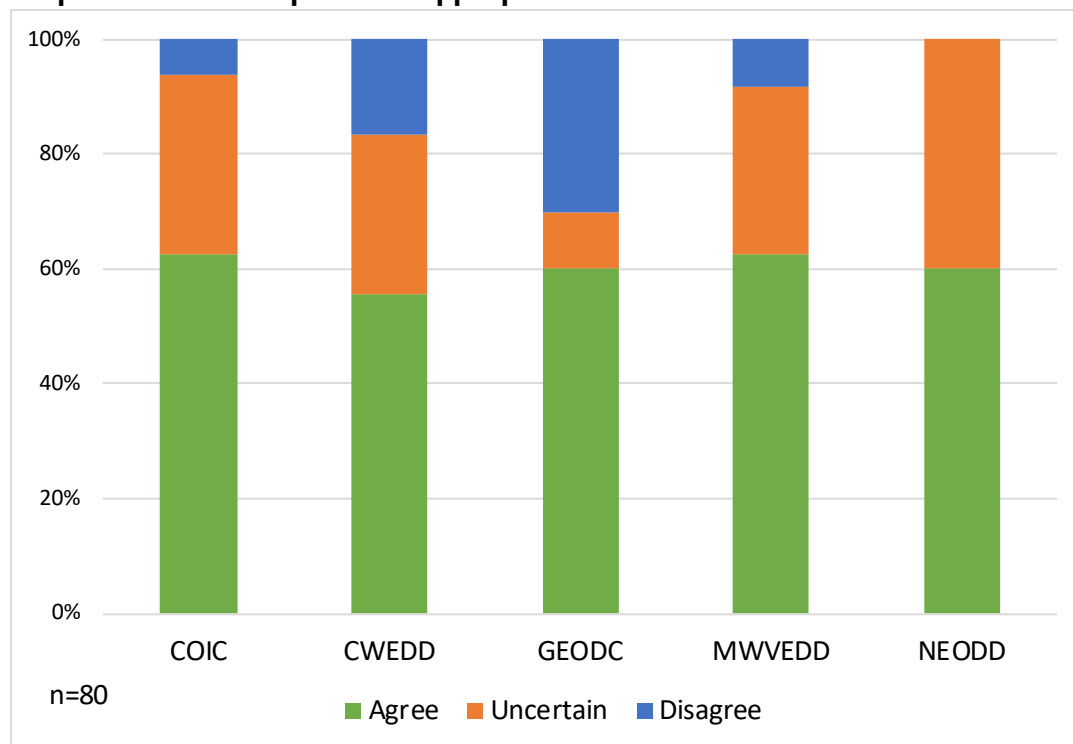
The majority of respondents agreed with this statement (61%). No respondents from NEOEDD disagreed with this statement. Only 4% of elected officials disagreed with this statement compared to 17% of City Managers.

Figure 12: Given how others depend on us, the way we plan for the unexpected is appropriate



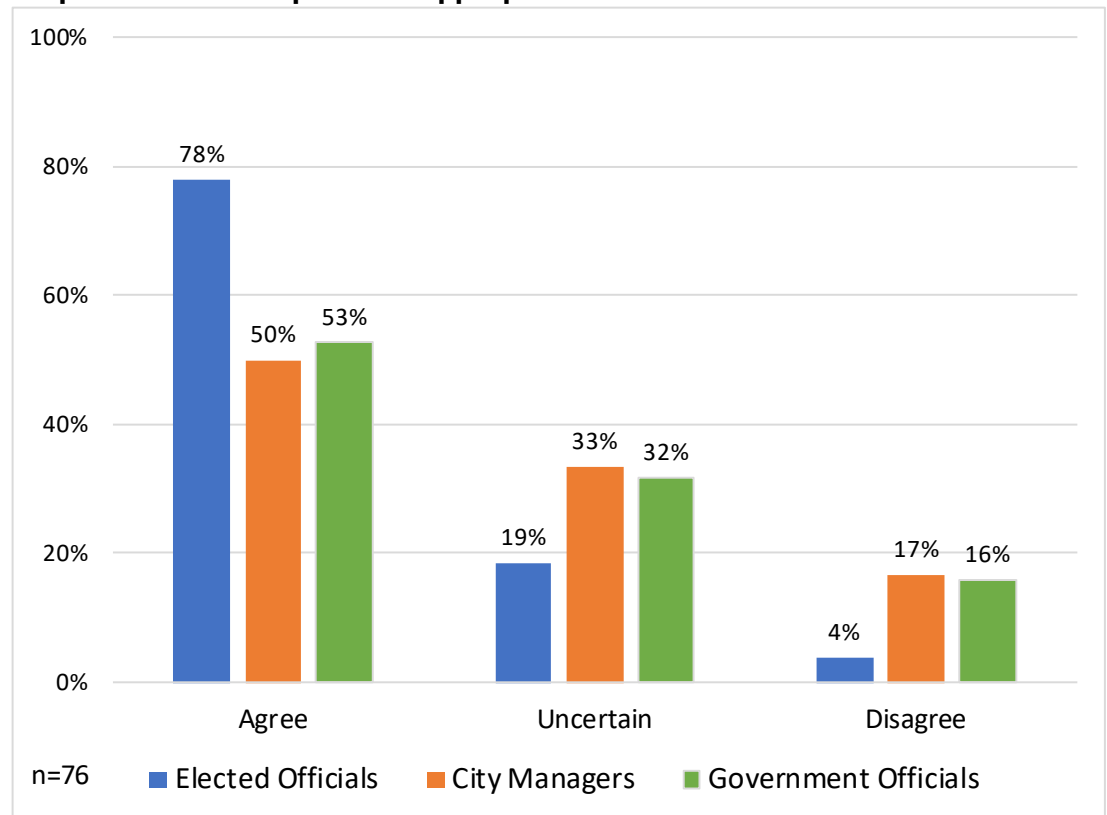
Source: CPW Thumbprint Survey

Figure 13: Response by District: Given how others depend on us, the way we plan for the unexpected is appropriate



Source: CPW Thumbprint Survey

Figure 14: Response by Role: Given how others depend on us, the way we plan for the unexpected is appropriate



Action

Action refers to the ability of an organization to prepare for a crisis event and test plans before an event. Taking action means an organization is thinking proactively about what needs to be done to be ready for a crisis event. The questions that refer to action are:

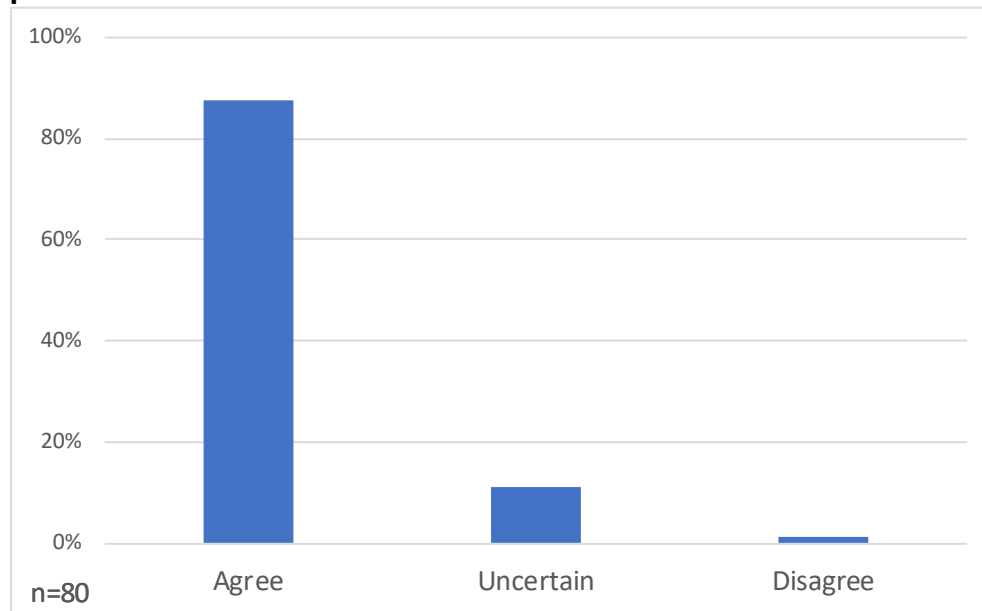
- People in our organization are committed to working on a problem until it is resolved
- We have clearly defined priorities for what is important during and after a crisis
- Our organization is committed to practicing and testing its emergency plans to ensure they are effective

People in our organization are committed to working on a problem until it is resolved

Ensuring people are committed to working on a problem demonstrates staff empowerment and makes sure staff will take action to ensure the organizations resilience and long term success.

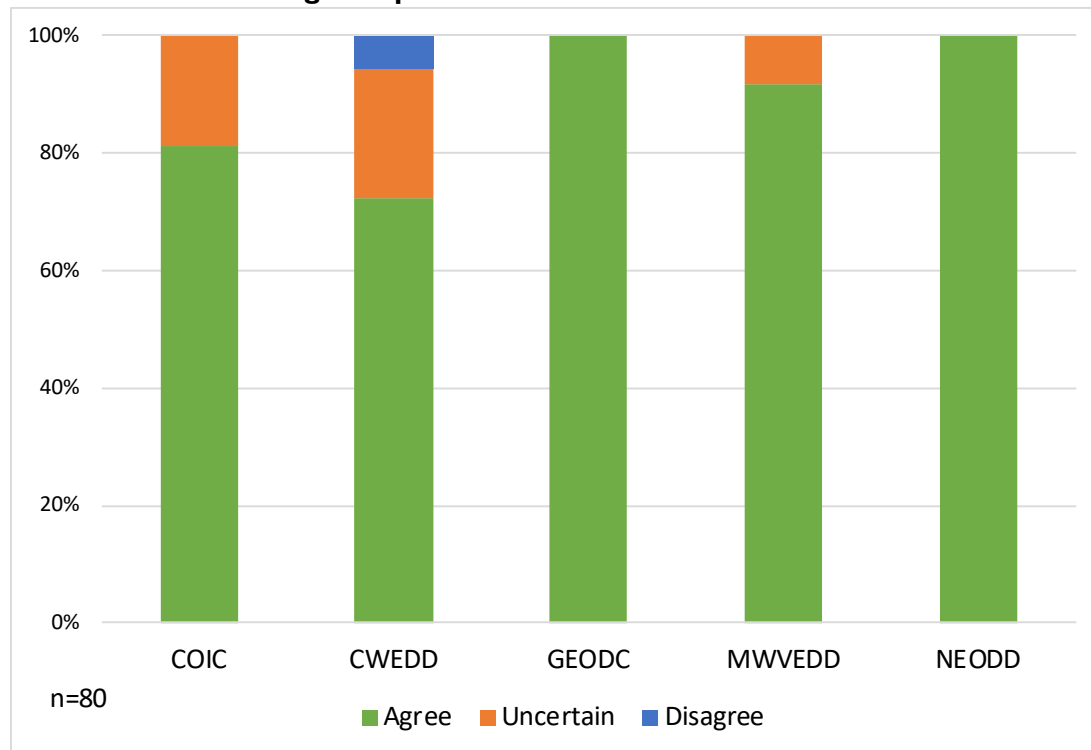
The majority of respondents agree with this statement (88%) and almost every EDD had no respondents who disagreed with the statement. Elected officials and Government officials also had no respondents who disagreed with this statement.

Figure 15: People in our organization are committed to working on a problem until it is resolved



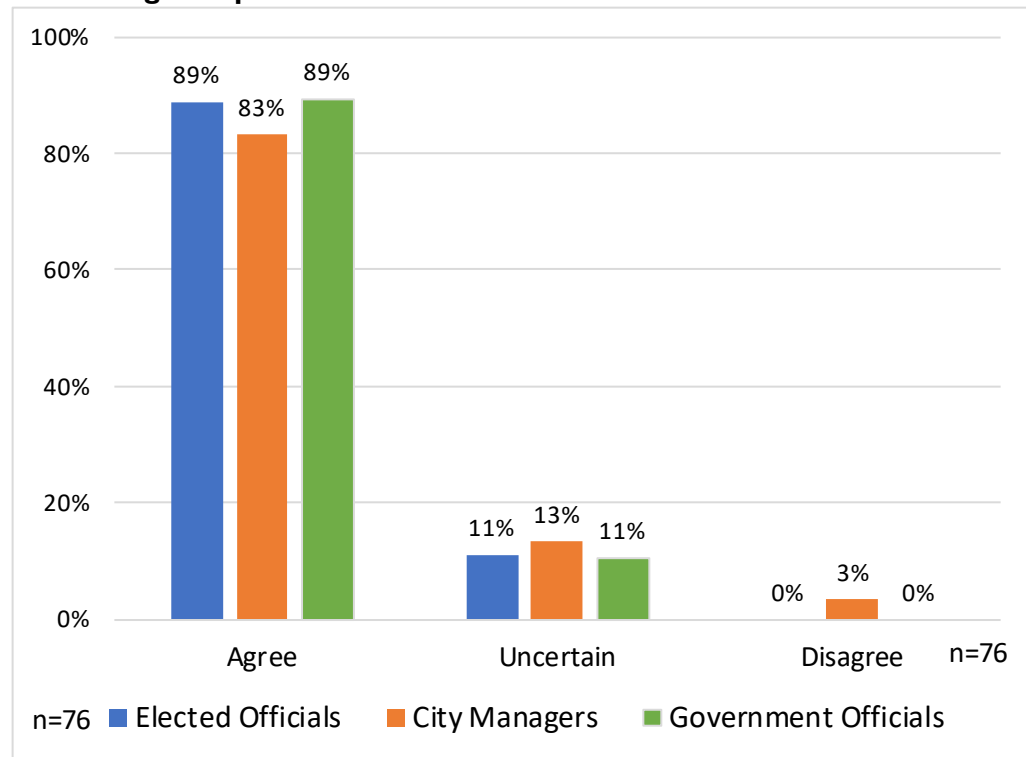
Source: CPW Thumbprint Survey

Figure 16: Response by District: People in our organization are committed to working on a problem until it is resolved



Source: CPW Thumbprint Survey

Figure 17: Response by Role: People in our organization are committed to working on a problem until it is resolved



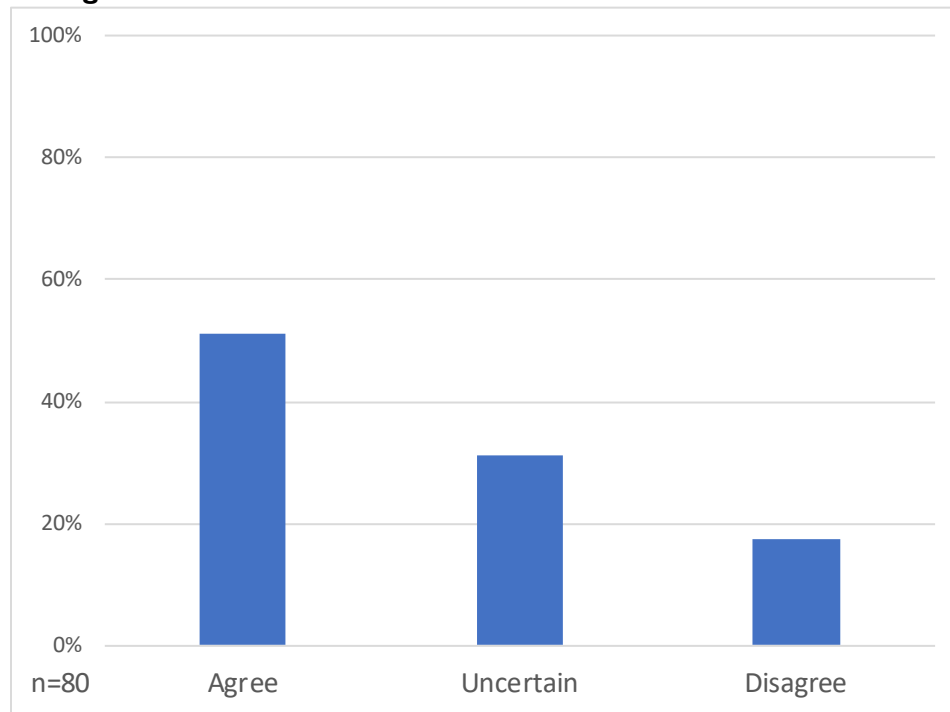
Source: CPW Thumbprint Survey

We have clearly defined priorities for what is important during and after a crisis

Clearly defined priorities demonstrate an organizational unity. This is important for organizations looking to take action because it ensures members of the organization know what priorities to pursue in a crisis event.

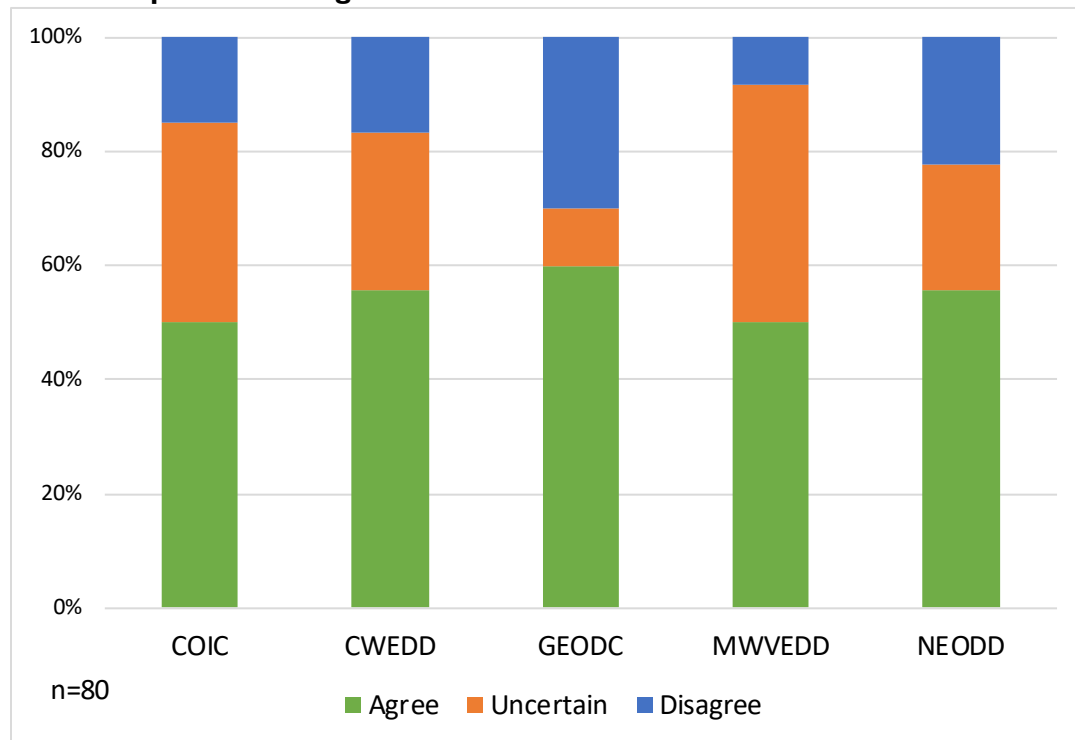
Respondents were split on this statement with 51% in agreement, 31% uncertain, and 18% who disagreed. GEODC was the most polarized district with 60% in agreement and 30% in disagreement and only 10% uncertain. The biggest disparity was between elected officials and government officials with 32% of government officials in disagreement with the statement and 63% of elected officials in agreement.

Figure 18: We have clearly defined priorities for what is important during and after a crisis



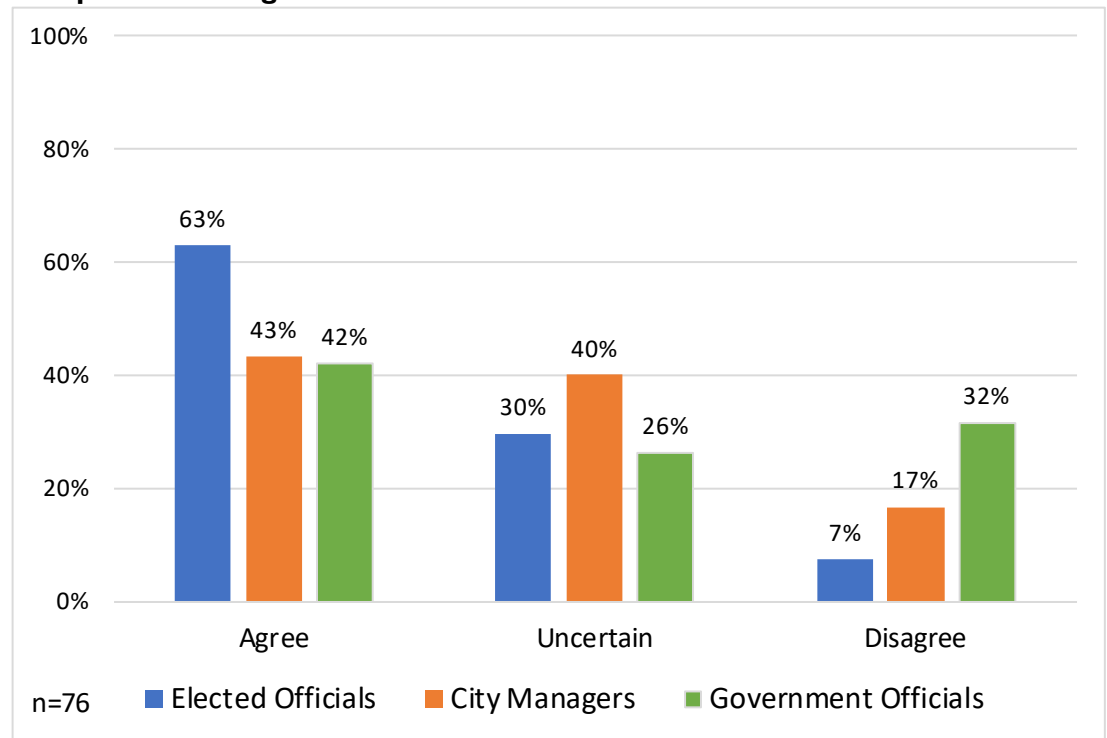
Source: CPW Thumbprint Survey

Figure 19: Response by District: We have clearly defined priorities for what is important during and after a crisis



Source: CPW Thumbprint Survey

Figure 20: Response by Role: We have clearly defined priorities for what is important during and after a crisis



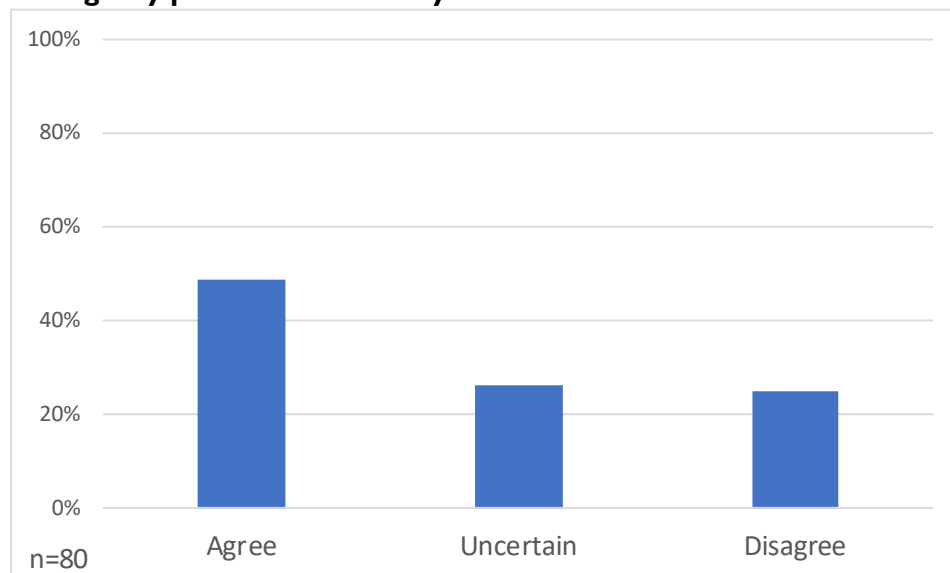
Source: CPW Thumbprint Survey

Our organization is committed to practicing and testing its emergency plans to ensure they are effective

Testing and evaluating plans is an important action because it provides an opportunity for staff to practice response and to walk-through plans in real time.

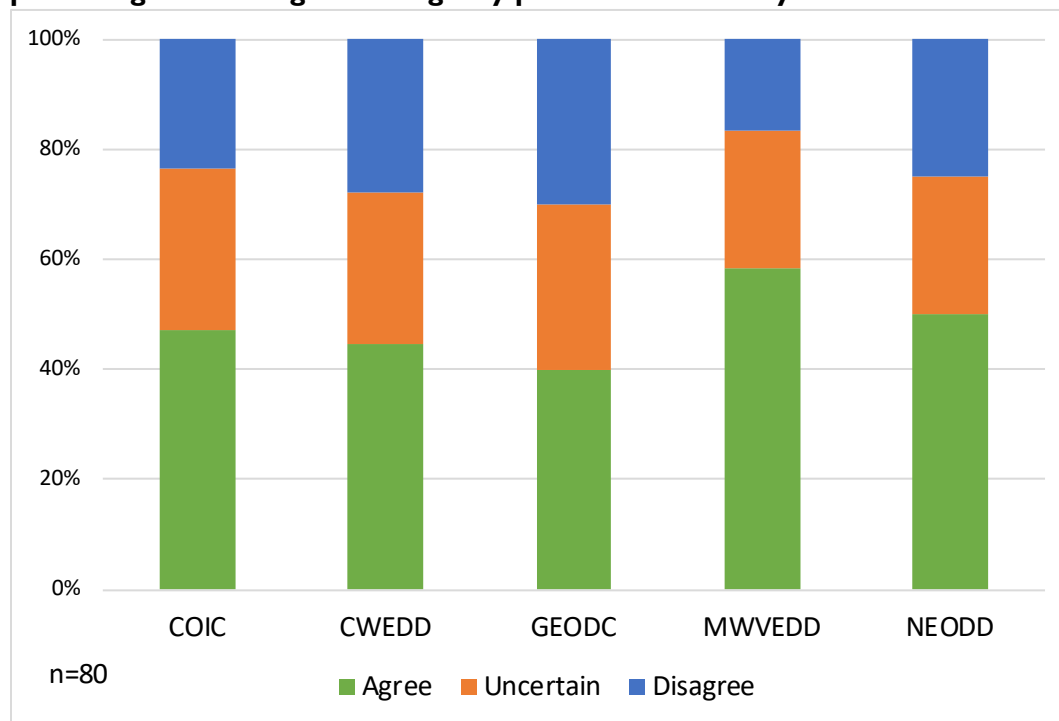
Respondents demonstrated uncertainty to this statement with 49% in agreement, 26% uncertain, and 25% in disagreement. Elected officials and government officials were the most opposed in their responses. Only 4% of elected officials disagreed with the statement compared to 42% of government officials.

Figure 21: Our organization is committed to practicing and testing its emergency plans to ensure they are effective



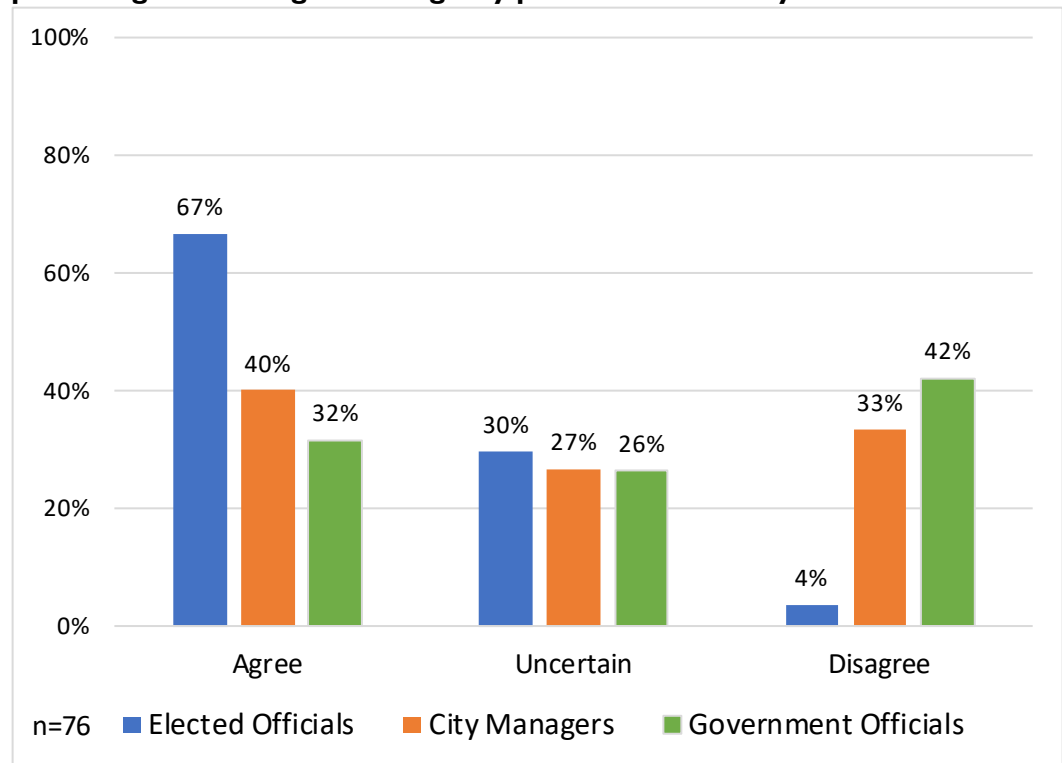
Source: CPW Thumbprint Survey

Figure 22: Response by District: Our organization is committed to practicing and testing its emergency plans to ensure they are effective



Source: CPW Thumbprint Survey

Figure 23: Response by Role: Our organization is committed to practicing and testing its emergency plans to ensure they are effective



Source: CPW Thumbprint Survey

Networks

Networks refer to “the internal and external relationships fostered and developed for the organization to leverage when needed.”³⁸ These questions consider communities’ ability to collaborate within their own regions as well as with neighboring communities. These questions include:

- We proactively monitor our region to have an early warning of emerging issues
- We build relationships with others we might have to work with in a crisis
- There are few barriers stopping us from working well with other organizations

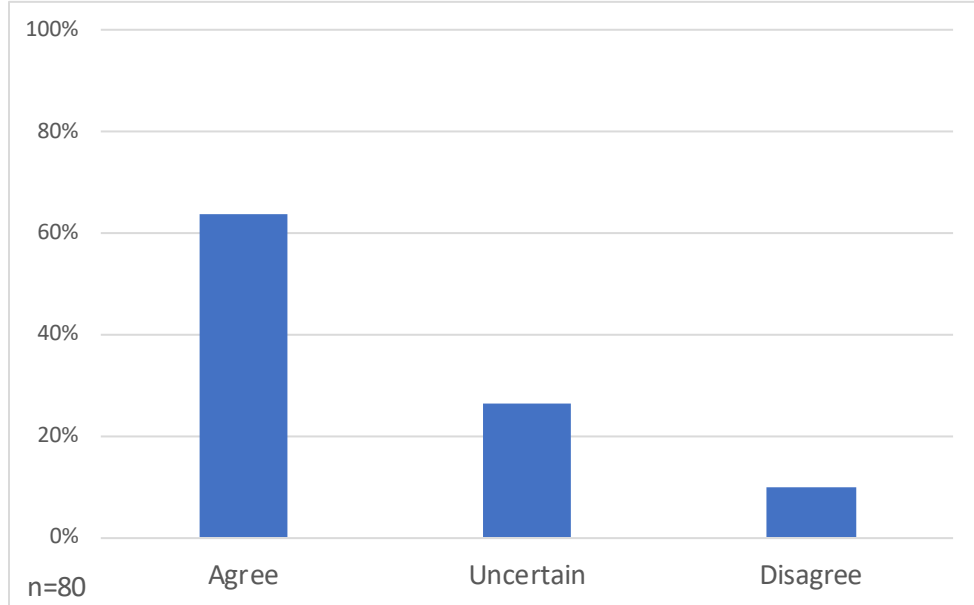
We proactively monitor our region to have an early warning of emerging issues

Monitoring processes require clear, consistent communication among relevant professionals. Overall, 64% of respondents agree that they proactively monitor their regions to have early warnings of emerging issues. Only 10% of respondents disagreed with this statement, and 26% were uncertain. Responses were consistent

³⁸ “Organizational Resilience,” Resilient Organizations New Zealand, 2018, <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

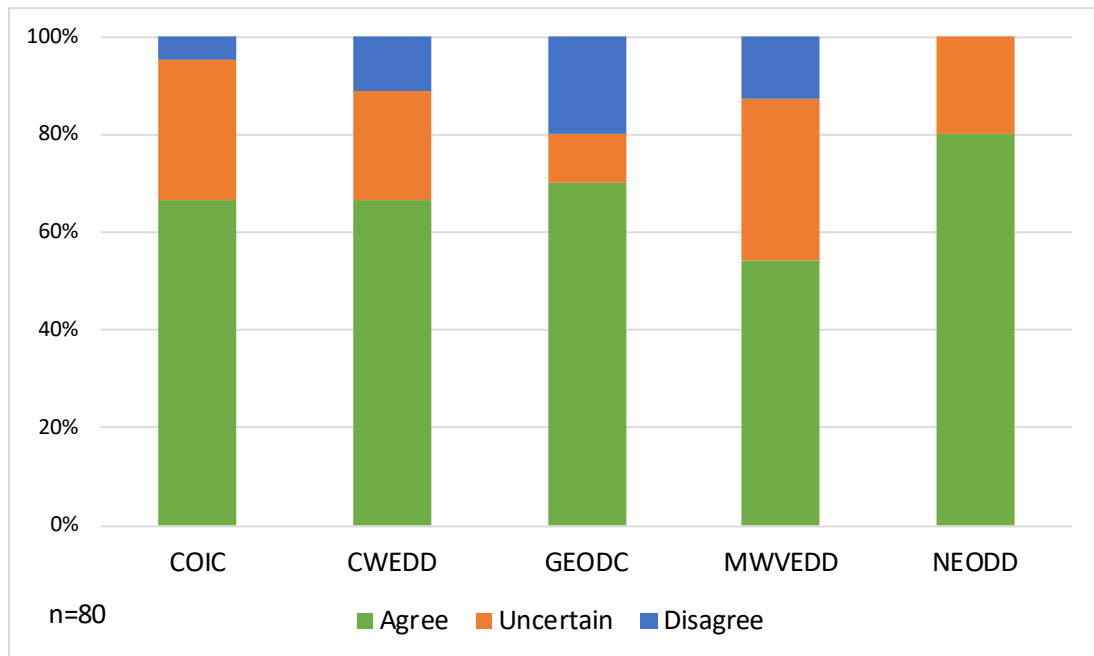
across the five study areas, with a smaller proportion of respondents disagreeing in COIC, and a larger proportion of uncertain respondents in MWVEDD, as compared with other districts. 81% of elected officials agreed with this statement, compared with 50% of city managers and 58% of government officials.

Figure 24: We proactively monitor our region to have an early warning of emerging issues



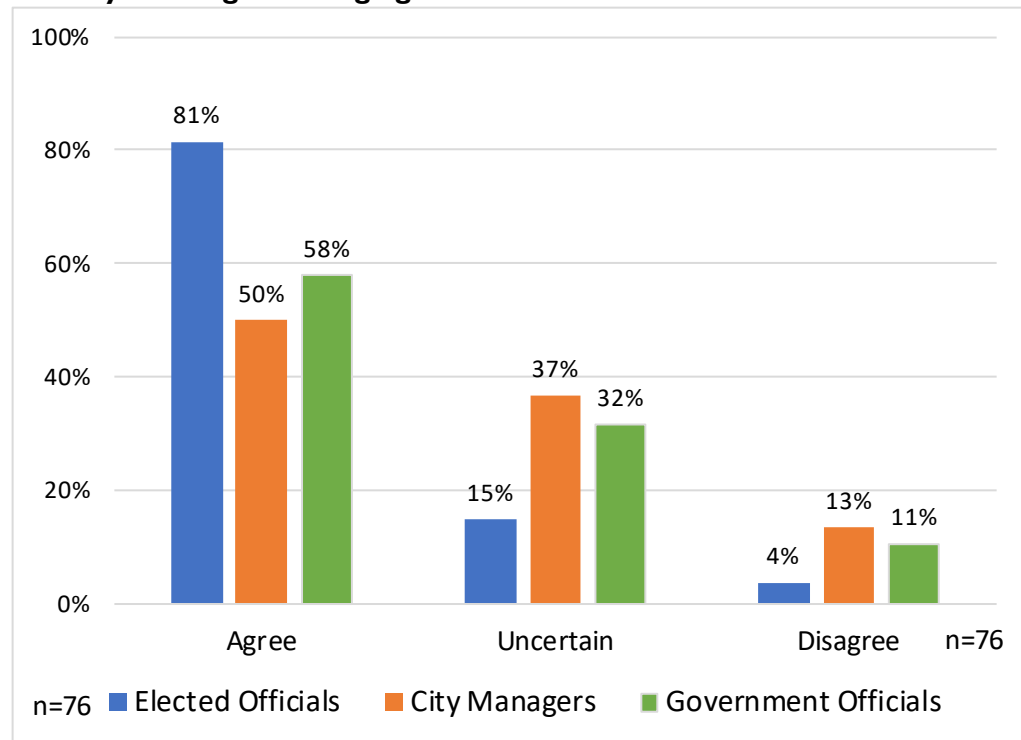
Source: CPW Thumbprint Survey

Figure 25: Response by District: We proactively monitor our region to have an early warning of emerging issue



Source: CPW Thumbprint Survey

Figure 26: Response by Role: We proactively monitor our region to have an early warning of emerging issues



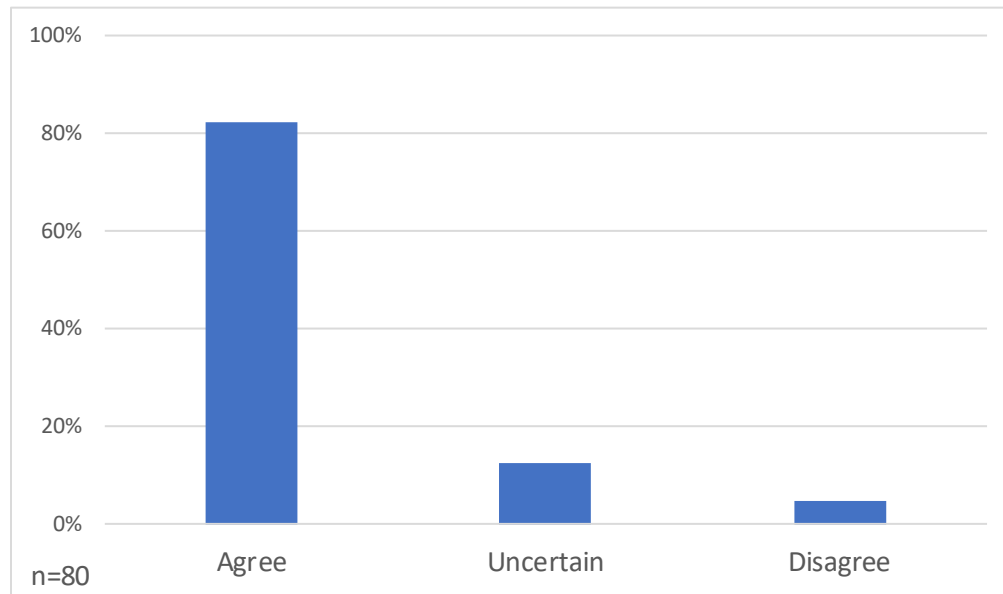
Source: CPW Thumbprint Survey

We build relationships with others we might have to work with in a crisis

Maintaining “an understanding of the relationships and resources the organization might need to access from other organizations during a crisis” is an indicator of resilience.³⁹ 83% of total respondents agreed with this statement, while only 5% disagreed. Among the districts, GEODC had a larger proportion of respondents who were uncertain (30%). 26% of elected officials expressed uncertainty regarding this statement, compared with 7% of city managers and 5% of government officials.

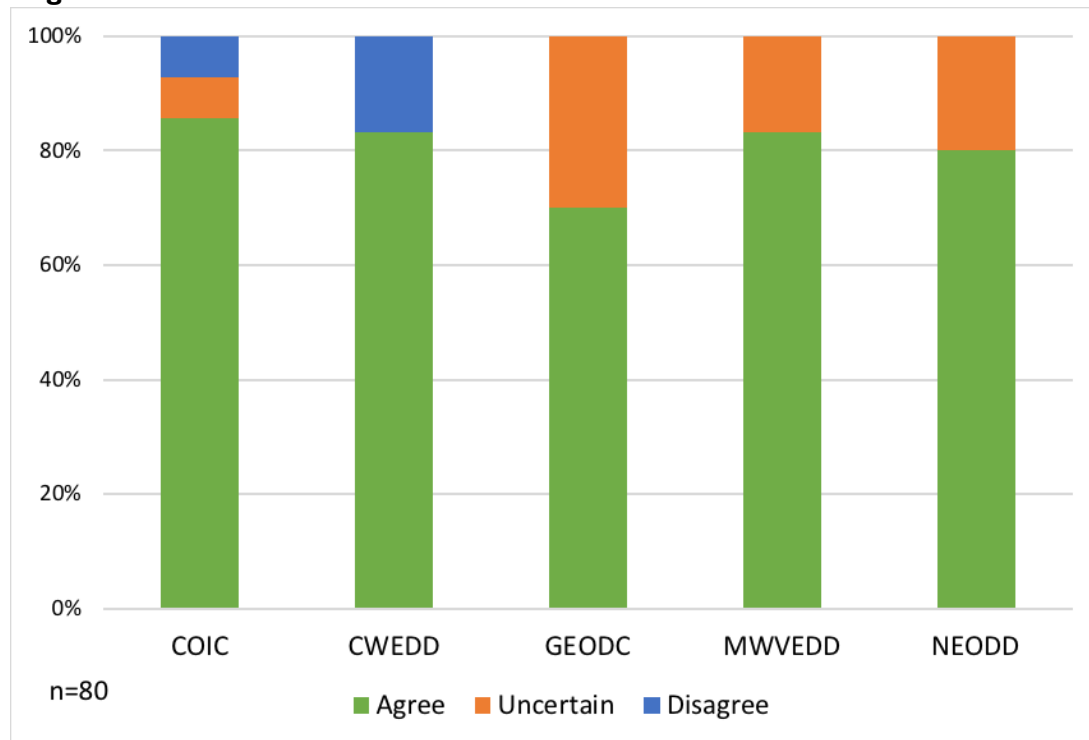
³⁹ “Organizational Resilience,” Resilient Organizations New Zealand, 2018, <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

Figure 27: We build relationships with others we might have to work with in a crisis



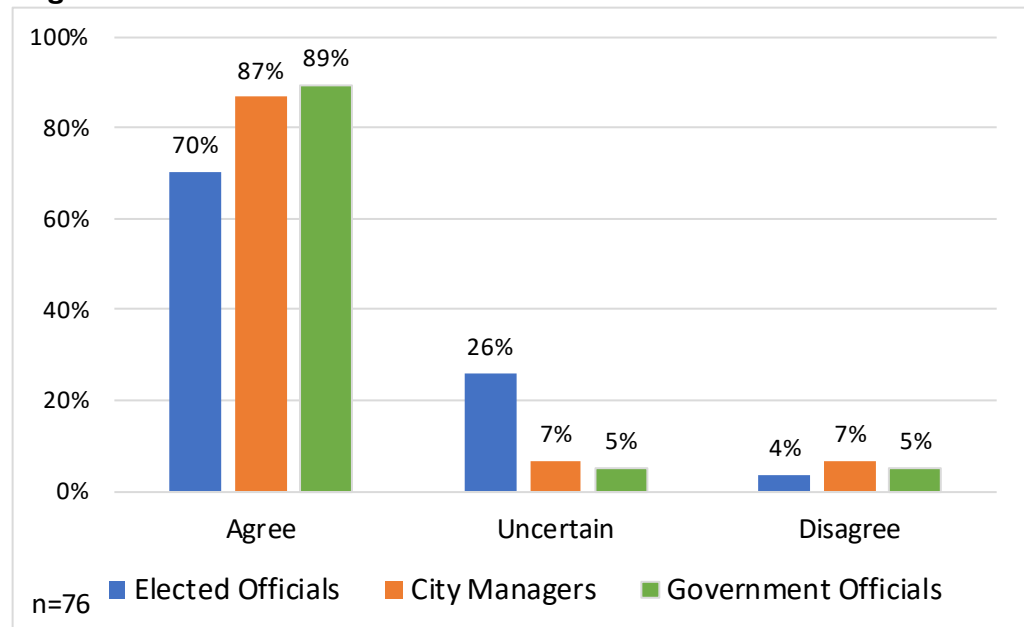
Source: CPW Thumbprint Survey

Figure 28: Response by District: We build relationships with others we might have to work with in a crisis



Source: CPW Thumbprint Survey

Figure 29: Response by Role: We build relationships with others we might have to work with in a crisis



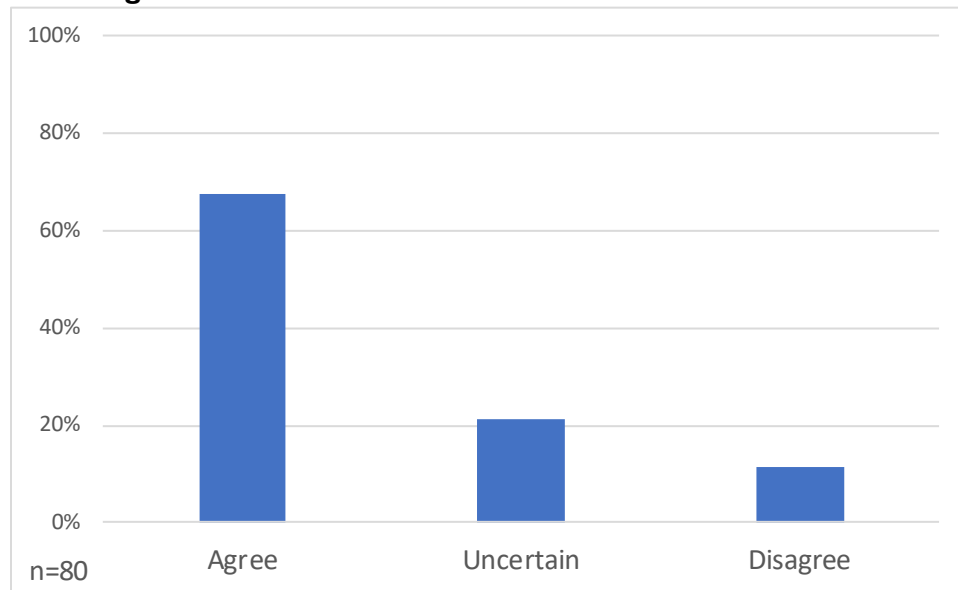
Source: CPW Thumbprint Survey

There are few barriers stopping us from working well with other organizations

Reducing obstacles to collaboration helps organizations respond to crises with unity and efficiency. According to Resilient Organizations professional siloes can “[create] disjointed, disconnected, and detrimental ways of working.”⁴⁰ 68% of total respondents agree that there are few barriers preventing them from working well with other organizations, with 21% of respondents uncertain and 11% in disagreement. Compared with other districts, a larger proportion of respondents in GEODC agreed with this statement (90%). 21% of government officials disagreed with this statement, compared with 10% of city managers and 7% of elected officials.

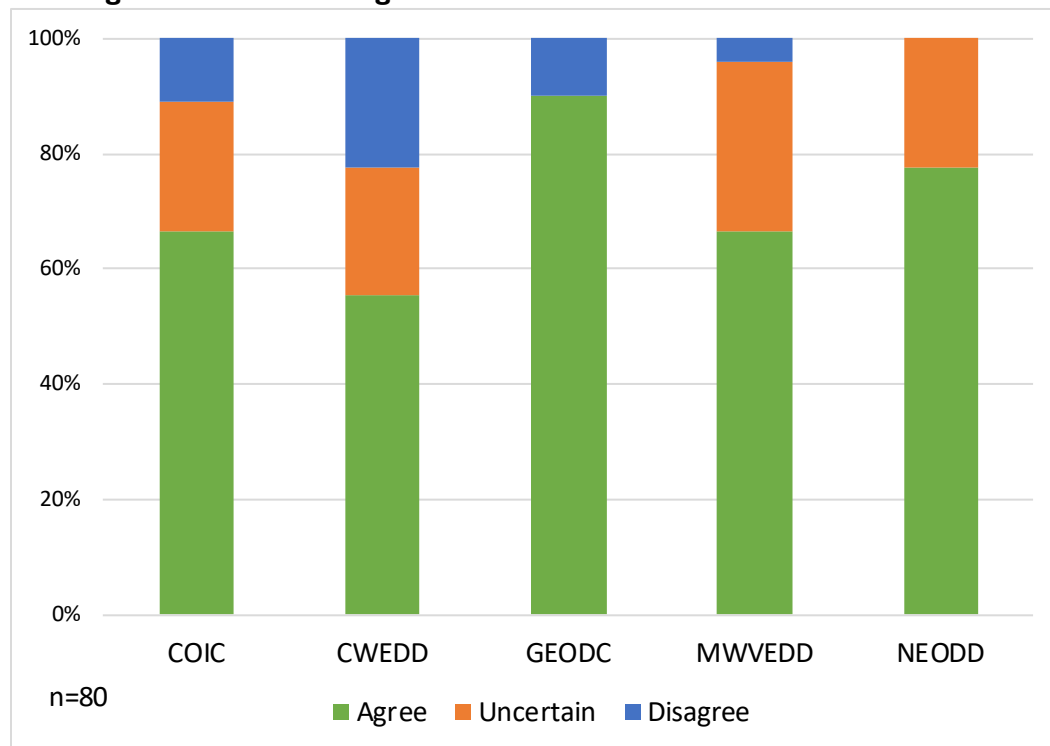
⁴⁰ “Organizational Resilience,” Resilient Organizations New Zealand, 2018, <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

Figure 30: There are few barriers stopping us from working well with other organizations



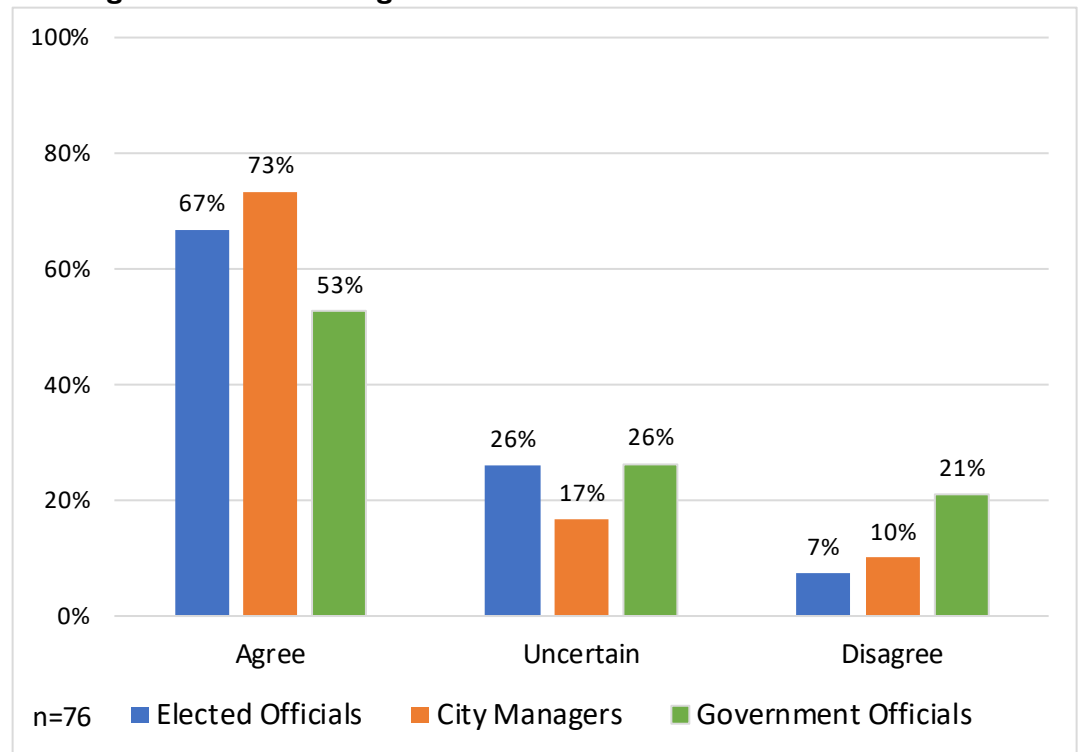
Source: CPW Thumbprint Survey

Figure 31: Response by District: There are few barriers stopping us from working well with other organizations



Source: CPW Thumbprint Survey

Figure 32: Response by Role: There are few barriers stopping us from working well with other organizations



Source: CPW Thumbprint Survey

Agility

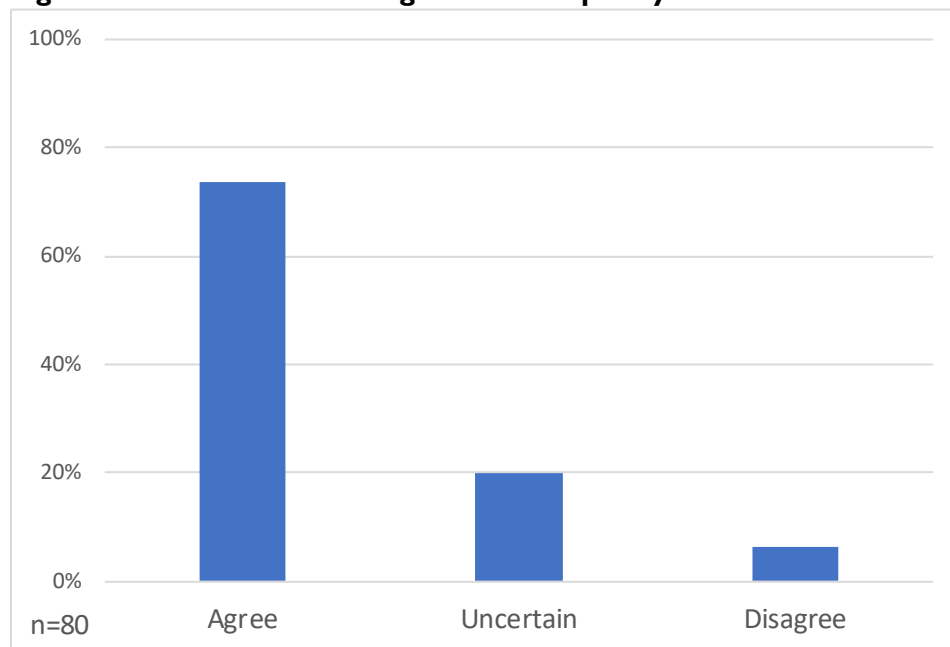
Agility refers to an organization's ability to adapt to unexpected situations. These questions consider a region's proactivity and flexibility as a means of assessing their readiness for change. These questions include:

- We can make tough decisions quickly
- We are known for our ability to use knowledge in novel ways
- We have a focus on being able to respond to the unexpected

We can make tough decisions quickly

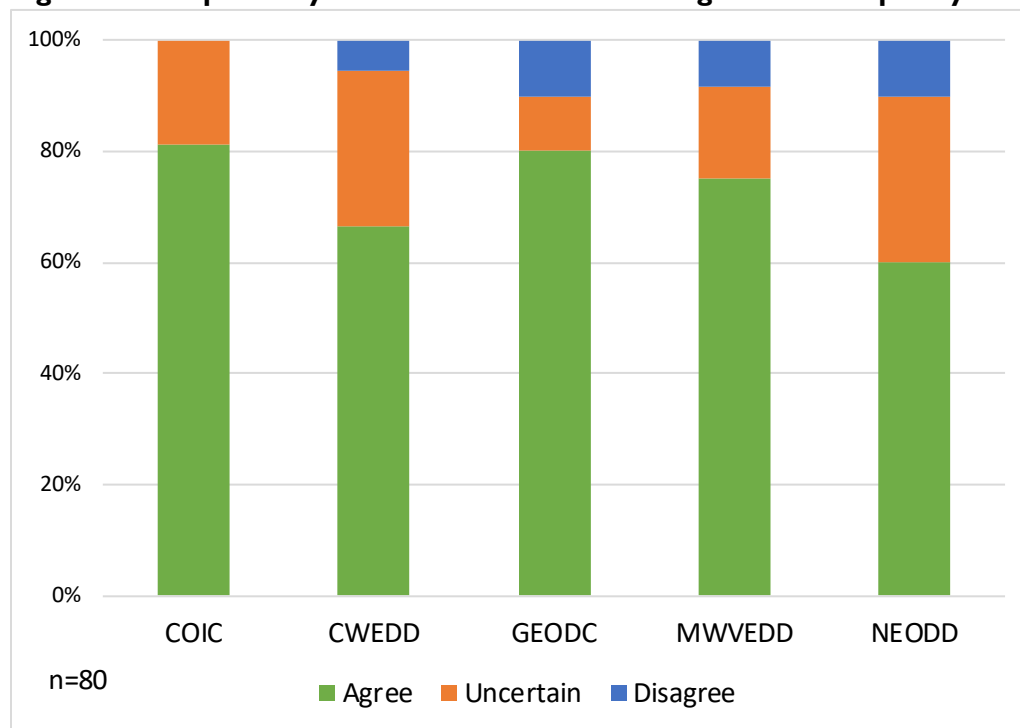
Ensuring that staff are able to quickly make decisions during a crisis improves an organization's ability to rapidly deploy their response strategies. Overall 74% of respondents agreed that their organization is able to make tough decisions quickly, while 20% were uncertain and 6% disagreed. No respondents in COIC disagreed with this statement, whereas one or two respondents expressed disagreement in other districts. 42% of government officials were uncertain, compared with 15% of elected officials and 13% of city managers.

Figure 33: We can make tough decisions quickly



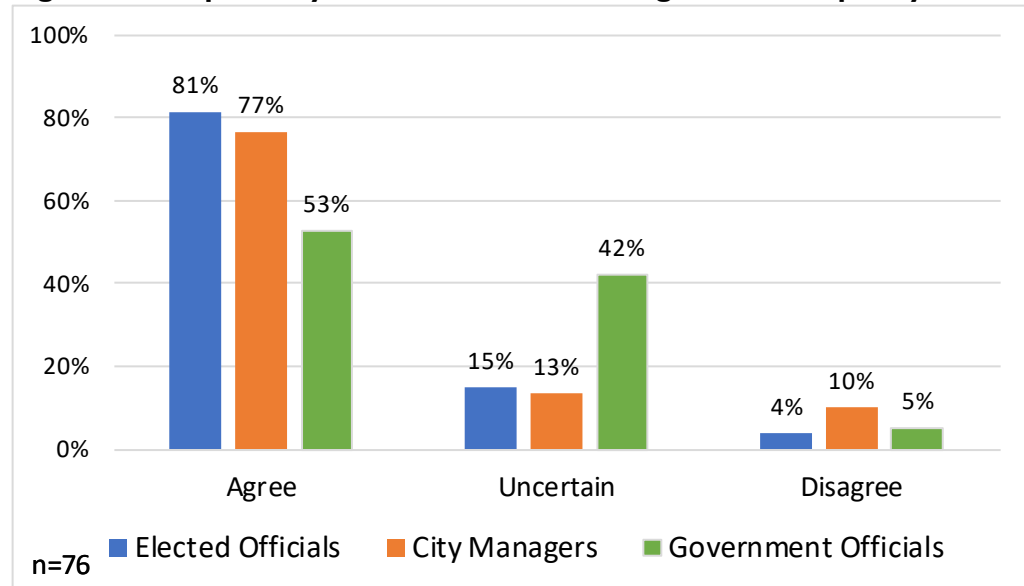
Source: CPW Thumbprint Survey

Figure 34: Response by District: We can make tough decisions quickly



Source: CPW Thumbprint Survey

Figure 35: Response by Role: We can make tough decisions quickly



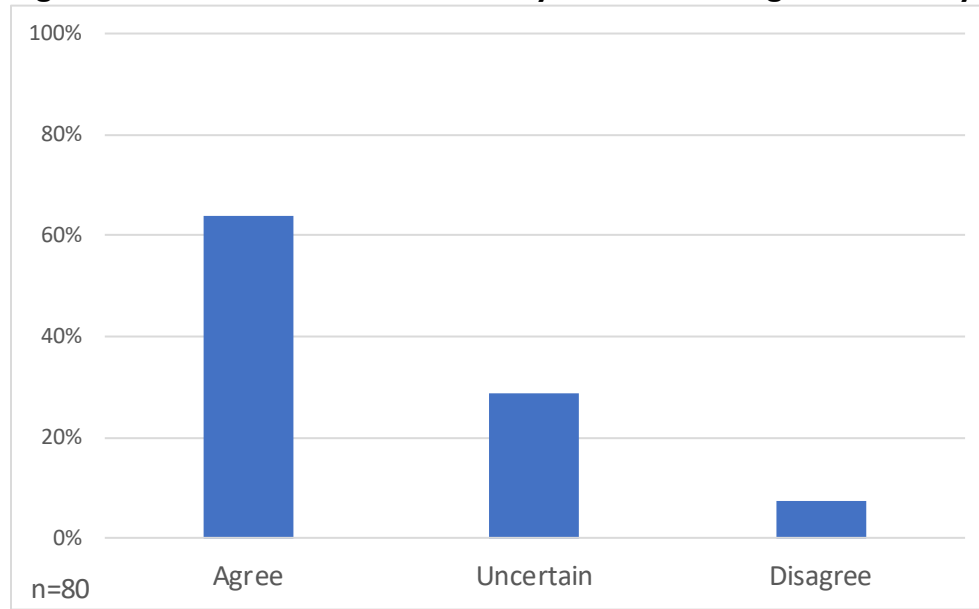
Source: CPW Thumbprint Survey

We are known for our ability to use knowledge in novel ways

Using “innovative and creative approaches to [develop] solutions” ⁴¹can reinforce an organization’s ability to solve a problem during unusual circumstances. 64% of total respondents agreed that they are known for their ability to use knowledge in novel ways, whereas 29% were uncertain and 8% disagreed. No respondents disagreed with this statement in MWVEDD or NEODD. 81% of elected officials agreed with this statement, compared with 58% of government officials and 50% of city managers.

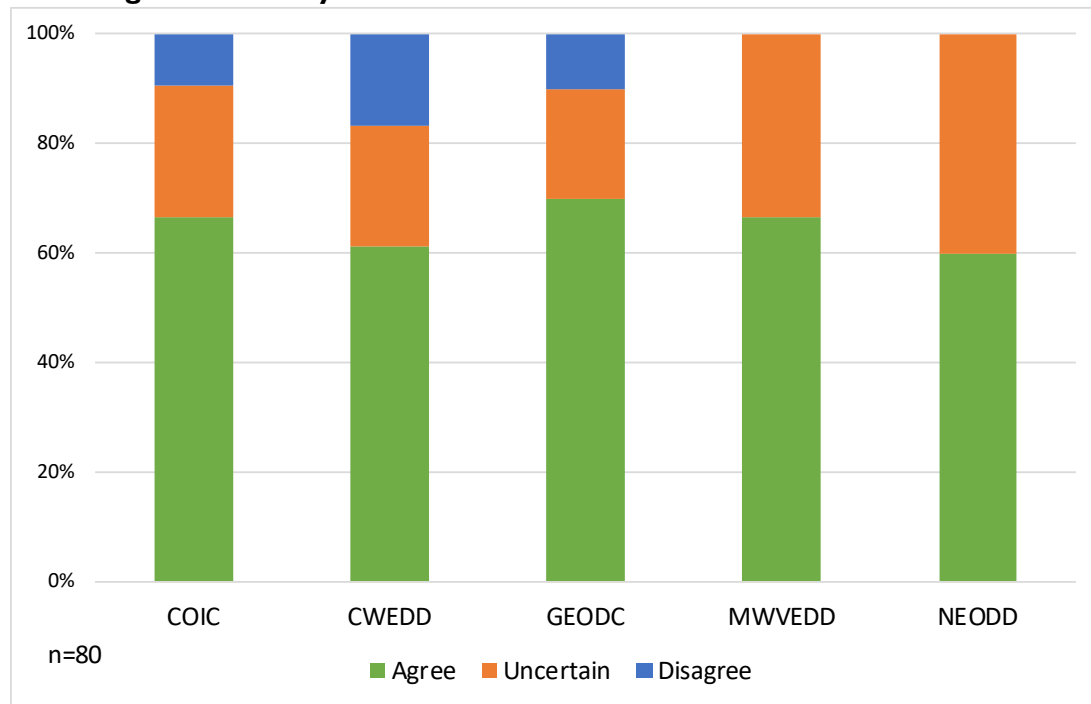
⁴¹ “Organizational Resilience,” Resilient Organizations New Zealand, 2018, <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

Figure 36: We are known for our ability to use knowledge in novel ways



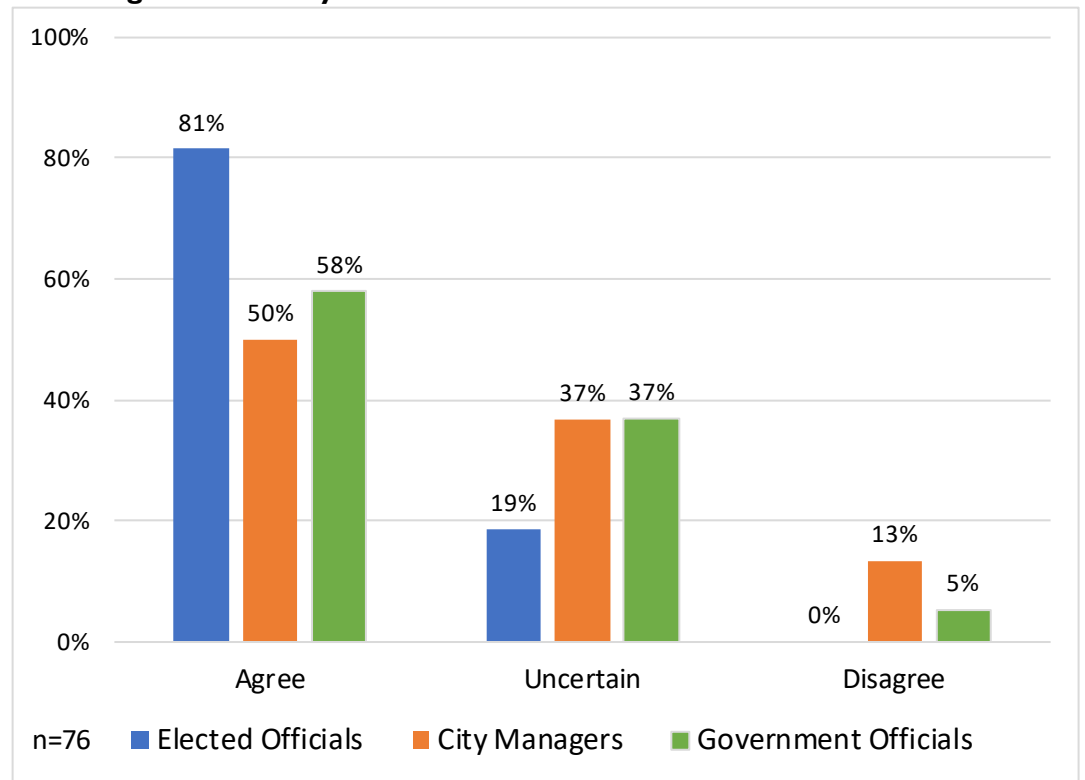
Source: CPW Thumbprint Survey

Figure 37: Response by District: We are known for our ability to use knowledge in novel ways



Source: CPW Thumbprint Survey

Figure 38: Response by Role: We are known for our ability to use knowledge in novel ways

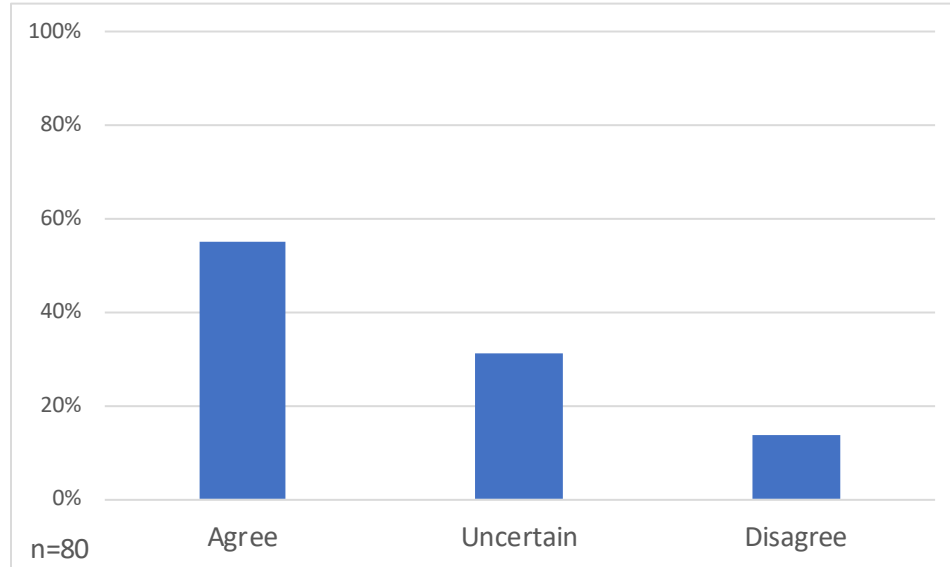


Source: CPW Thumbprint Survey

We have a focus on being able to respond to the unexpected

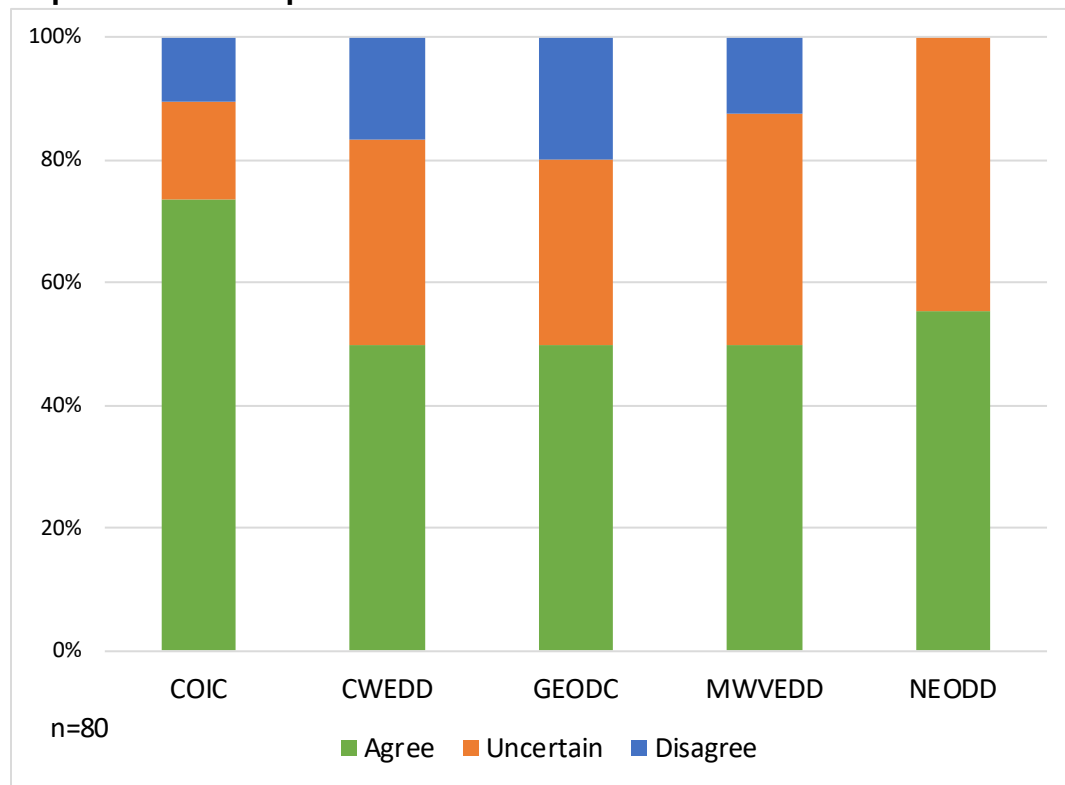
Maintaining a proactive posture will allow an organization to respond to earlier warning signals, potentially mitigating the impacts of a crisis. 55% of respondents agreed that their organization has a focus on being able to respond to the unexpected, while 31% were uncertain and 14% disagreed. No respondents in NEODD disagreed with this statement, compared with 2 or 3 respondents in other districts. 74% of elected officials agreed with this statement, compared with 43% of city planners and 47% of government officials.

Figure 39: We have a focus on being able to respond to the unexpected



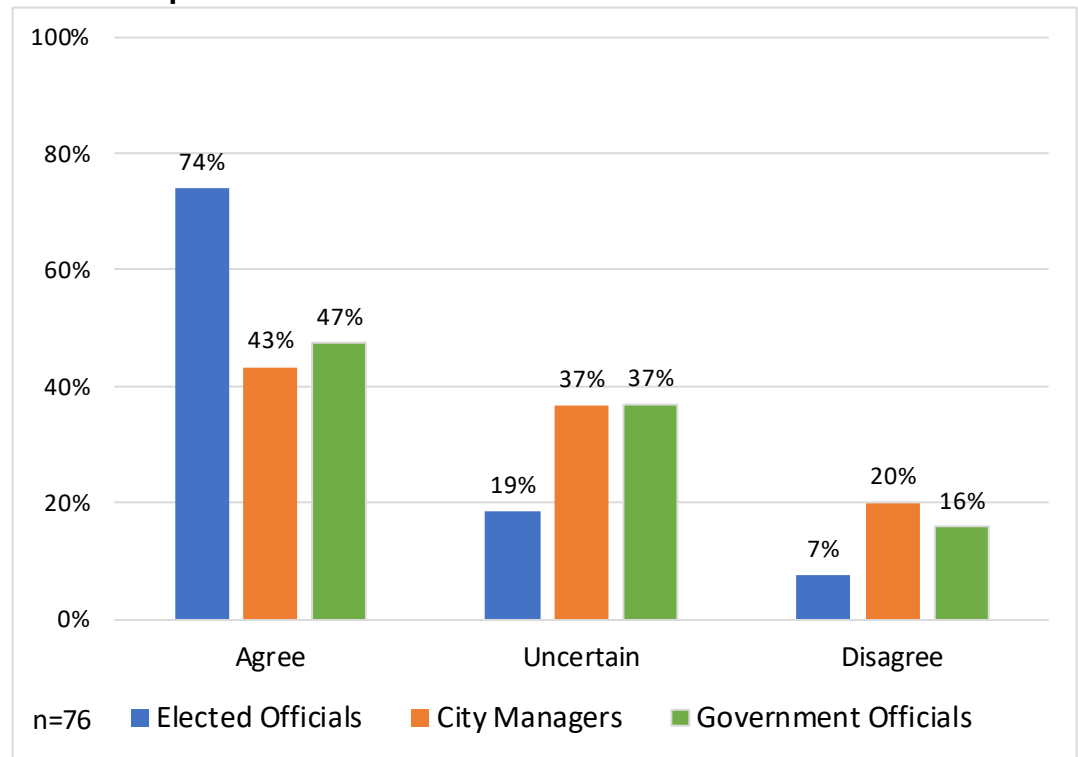
Source: CPW Thumbprint Survey

Figure 40: Response by District: We have a focus on being able to respond to the unexpected



Source: CPW Thumbprint Survey

Figure 4I: Response by Role: We have a focus on being able to respond to the unexpected



Source: CPW Thumbprint Survey

APPENDIX II: POST-EVENT SURVEY

This appendix summarizes the methods and results from the post-eclipse survey. The intent of the survey was to provide a detailed assessment of attitudes toward organizational resilience following the 2017 Eclipse. This appendix describes the survey adaptation and administration methods, characteristics of survey respondents, and key themes identified in survey results.

Survey Development and Administration

Organizational resilience can be assessed on the basis of several indicators, which fall into the broad categories of **leadership and culture**, **networks and relationships**, and **preparedness**. Assessing staff perception of resilience indicators both before and after an event may offer richer insight into an organization's strengths and weaknesses. Collecting pre- and post-event information provides an opportunity to observe patterns, including changes in attitude and consistency of opinion. To facilitate this observation, the CSC team developed and administered pre- and post-event assessment tools.

This assessment tool drew content from the New Zealand Resilient Organizations Research Program (RORP). With permission, RORP's assessment materials were adapted and administered by the Community Service Center (CSC).

The CSC used Qualtrics, a survey management software licensed through the University of Oregon, to administer the survey online. The survey was administered to 195 recipients across five (5) Economic Development Districts (EDDs) in Oregon. The districts were:

- Cascades West Economic Development District (CWEDD)
- Mid-Willamette Valley Economic Development District (MWVEDD)
- Central Oregon Intergovernmental Council (COIC)
- Greater Eastern Oregon Development Corporation (GEODC)
- Northeastern Oregon Economic Development District (NEOEDD)

Each district provided CSC with a list of recipients. Each recipient received a unique link to the survey and could not complete the survey more than once. CSC recorded a total of 47 responses (41 complete responses and 6 partial or unfinished responses). This represents a 24% overall response rate and a 21% response rate for finished surveys only.

CSC activated the survey on January 8th, 2018. We sent follow up reminders to stakeholders who had not responded or who had only partially completed the survey on January 18th. CSC closed the survey on February 10th, 2018. CSC received completed surveys from stakeholders in each of the five economic development districts.

Limitations

Responses to the survey were limited compared to the Thumbprint survey. While the Thumbprint survey received 80 responses, the full survey received only 41 responses. The comparative lengths of the surveys likely contributed to this difference—the Thumbprint survey was comprised of 13 main questions, compared to 63 questions in the full, post-event survey.

Respondent Characteristics

The CSC received 47 total responses (41 complete, 6 partial) from across the five EDDs. Of the respondents, fourteen (14) did not provide their location and are characterized as Unknown. Table 1 presents a breakdown of respondents by region.

Table 4: Survey Respondents by District

| District | Number of Respondents | Percentage |
|-----------------|------------------------------|-------------------|
| CWEDD | 5 | 11% |
| MWVEDD | 12 | 26% |
| COIC | 5 | 11% |
| GEODC | 5 | 11% |
| NEOEDD | 6 | 13% |
| Unknown | 14 | 30% |
| Total | 47 | 100% |

Source: CPW Post-Event Survey

Table 2 presents a breakdown of respondents by their role in the organization. Government Officials refers to respondents who noted their role as Emergency Management, Economic Development Specialist, or Other. Eight (8) respondents did not provide information about their role and are listed as Unknown in the table below. Responses for persons who did not provide information about their role were included in the final analysis.

Table 5: Survey Respondents by Role

| Role | Number of Respondents | Percentage |
|----------------------|------------------------------|-------------------|
| City Manager | 17 | 36% |
| Elected Official | 10 | 21% |
| Government Officials | 12 | 26% |
| Unknown | 8 | 17% |
| Total | 47 | 100% |

Source: CPW Post-Event Survey

Survey Results

This section presents high-level results followed by detailed results broken out by category. The indicator categories were developed by RORP.

- **Leadership & Culture** – An organization’s adaptability as established and maintained by management and professional practices.
- **Networks & Relationships** – The connections that an organization forms and cultivates which may be important during crises. These can be both internal and external connections.
- **Preparedness** – An organization’s ability to respond to change as supported by the organization’s planning processes and risk awareness.

The questions in the survey asked respondents to answer on a scale of one (1) to eight (8) whether they agreed with the statement. An answer of one corresponded with Strongly Disagree, and an answer of eight corresponded with Strongly Agree.

In order to visualize the data, the CSC aggregated responses into three (3) categories: Agree, Uncertain, and Disagree. Agree corresponded with a response of strongly agree (8), seven (7), or six (6). Uncertain corresponded with a response of (5) or four (4). Disagree corresponded with a response of three (3), two (2), or strongly disagree (1).

Key Findings

Most statements from the survey received some level of positive response. All but four (4) of the sixty-three (63) questions received more than 50% of respondents agree with the statement. Of the statements with the most disagreement, only four (4) had greater than 20% of respondents who disagreed with the statement.

The top ten statements with the most **agreement** address the Leadership & Culture and the Networks & Relationships indicator categories. Six (6) of the top ten statements fell within the Leadership & Culture category; four (4) fell within the Networks & Relationships category. None of the statements within the top ten for percentage of agreement fell within the Change Ready indicator. The statement with the highest level of agreement was “Should problems occur, staff have direct access to someone with authority to make decisions.”

Table 3 presents a ranked list of the top ten statements by agreement, ordered from the highest level of agreement with the statement to the lowest level of agreement.

Table 3: Top 10 Statements Ordered by Agreement

| Rank | Statement | Agree | Uncertain | Disagree | Don't Know |
|------|--|-------|-----------|----------|------------|
| 1 | Should problems occur, staff have direct access to someone with authority to make decisions | 93% | 7% | 0% | 0% |
| 2 | In a crisis, staff accept that management may need to make some decisions with little consultation | 89% | 6% | 0% | 4% |
| 3 | We build relationships with others we might have to work with in a crisis | 88% | 5% | 7% | 0% |
| 4 | People in our organization are committed to working on a problem until it is resolved | 87% | 7% | 4% | 2% |
| 5 | If something out of the ordinary happens, staff know who has the expertise to respond | 86% | 14% | 0% | 0% |
| 6 | People in our organization feel responsible for the organization's effectiveness | 84% | 11% | 2% | 2% |
| 7 | We understand how government actions would affect our ability to respond in a crisis | 84% | 7% | 5% | 5% |
| 8 | We readily obtain expert assistance when there's a problem | 83% | 10% | 7% | 0% |
| 9 | There would be good leadership from within our organization if we were struck by a crisis | 83% | 13% | 2% | 2% |
| 10 | Staff interact often enough to know what's going on in our organization | 82% | 14% | 2% | 2% |

Source: CPW Post-Event Survey (N=41)

Table 4 presents a ranked list of the top ten statements by uncertainty, ordered from the highest level of uncertainty about the statement to the lowest level of uncertainty.

Table 4: Top 10 Statements Ordered by Uncertainty

| Rank | Statement | Agree | Uncertain | Disagree | Don't Know |
|------|--|-------|------------|----------|------------|
| 1 | In a crisis we seek opportunities for our organization | 56% | 37% | 5% | 2% |
| 2 | Staff are encouraged to move between different departments or try different roles to gain experience | 33% | 36% | 29% | 2% |
| 3 | We actively plan with our suppliers how to manage disruptions | 46% | 34% | 10% | 10% |
| 4 | We are known for our ability to use knowledge in novel ways | 57% | 32% | 7% | 5% |
| 5 | We have a focus on being able to respond to the unexpected | 59% | 32% | 7% | 2% |
| 6 | Our organization maintains sufficient resources to absorb unexpected change | 50% | 31% | 17% | 2% |
| 7 | When a problem occurs, it is easier to get approval for additional resources to get the job done | 60% | 31% | 10% | 0% |
| 8 | Staff are actively encouraged to challenge and develop themselves through their work | 66% | 27% | 5% | 2% |
| 9 | We have clearly defined priorities for what is important during and after a crisis | 56% | 27% | 12% | 5% |
| 10 | We are able to shift rapidly from business-as-usual to respond to crises | 66% | 27% | 5% | 2% |

Source: CSC Post-Event Survey (N=41)

Table 5 presents a ranked list of the top ten statements by disagreement, ordered from the highest level of disagreement with the statement to the lowest level of disagreement.

Table 5: Top 10 Statements Ordered by Disagreement

| Rank | Statement | Agree | Uncertain | Disagree | Don't Know |
|------|--|-------|-----------|------------|------------|
| 1 | Staff are encouraged to move between different departments or try different roles to gain experience | 33% | 36% | 29% | 2% |
| 2 | Our organization is committed to practicing and testing its emergency plans to ensure they are effective | 59% | 17% | 22% | 2% |
| 3 | Staff can take time from their day to day roles to practice how to respond in a crisis | 51% | 22% | 22% | 5% |
| 4 | If key people were unavailable, there are always others who could fill their role | 50% | 26% | 21% | 2% |
| 5 | Staff are rewarded for "thinking outside of the box" | 61% | 18% | 18% | 2% |
| 6 | We actively plan with our customers how to manage disruptions | 54% | 24% | 17% | 5% |
| 7 | Our organization maintains sufficient resources to absorb unexpected change | 50% | 31% | 17% | 2% |
| 8 | In our organization, the most qualified people make decisions, regardless of seniority | 73% | 9% | 16% | 2% |
| 9 | Our managers monitor staff workloads and reduce them when they become excessive | 63% | 17% | 15% | 4% |
| 10 | We actively plan how to support our staff during times of crisis | 59% | 22% | 15% | 5% |

Source: CSC Post-Event Survey (N=41)

Comparative Results to the Thumbprint survey

When compared with responses to the pre-event Thumbprint survey, confidence in resilience indicators generally increased. The average change in agreement to the thirteen statements was an increase of 5%. Three statements that showed an above-average increase in agreement are:

- Given how others depend on us, the way we plan for the unexpected is appropriate (19% increase)
- We proactively monitor our industry to have an early warning of emerging issues (16% increase)
- Our organization is committed to practicing and testing its emergency plans to ensure they are effective (10% increase)

Two statements that demonstrated a decrease in agreement are:

- We are known for our ability to use knowledge in novel ways (7% decrease)
- If key people were unavailable, there are always others who could fill their role (8% decrease)

Table 6: Comparative Table, Thumbprint vs. Full Survey

| Statement | Agree | | Uncertain | | Disagree | |
|--|------------|------------|------------|------------|------------|------------|
| | Thumbprint | Full | Thumbprint | Full | Thumbprint | Full |
| There would be good leadership from within our organization if we were struck by a crisis | 78% | 83% | 18% | 13% | 5% | 2% |
| People in our organization are committed to working on a problem until it is resolved | 88% | 87% | 11% | 7% | 1% | 4% |
| We proactively monitor our industry to have an early warning of emerging issues | 64% | 80% | 26% | 9% | 10% | 7% |
| We can make tough decisions quickly | 74% | 80% | 20% | 18% | 6% | 2% |
| We are known for our ability to use knowledge in novel ways | 64% | 57% | 29% | 32% | 8% | 7% |
| We build relationships with others we might have to work with in a crisis | 83% | 88% | 13% | 5% | 5% | 7% |
| If key people were unavailable, there are always others who could fill their role | 58% | 50% | 26% | 26% | 16% | 21% |
| There are few barriers stopping us from working well with other organizations | 68% | 69% | 21% | 24% | 11% | 7% |
| Our organization maintains sufficient resources to absorb unexpected change | 41% | 50% | 36% | 31% | 23% | 17% |
| We have clearly defined priorities for what is important during and after a crisis | 51% | 56% | 31% | 27% | 18% | 12% |
| We have a focus on being able to respond to the unexpected | 55% | 59% | 31% | 32% | 14% | 7% |
| Given how others depend on us, the way we plan for the unexpected is appropriate | 61% | 80% | 28% | 5% | 11% | 12% |
| Our organization is committed to practicing and testing its emergency plans to ensure they are effective | 49% | 59% | 26% | 17% | 25% | 22% |
| | | | | | N=80 | N=42 |

Source: CPW Thumbprint Survey, CPW Post-Event Survey

Leadership & Culture Indicators

Twenty-three (23) of the questions address leadership and professional culture. These statements probe an organization's focus and commitment to building the adaptive capacity necessary to withstand unexpected events.⁴²

Key Findings: Leadership & Culture

Statements addressing leadership & culture generally received high levels of agreement. The three statements with the most agreement address leadership and staff engagement. The statement with the most agreement overall (93%) falls in this category: "Should problems occur, staff have direct access to someone with authority to make decisions." This statement received 0% disagreement.

Indicator Analysis

Leadership

Decisive, informed leadership enables organizations to respond more quickly and precisely to crises. The statements in this section examine management quality,

⁴² Resilient Organizations New Zealand. "Organisational Resilience." 2018. <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

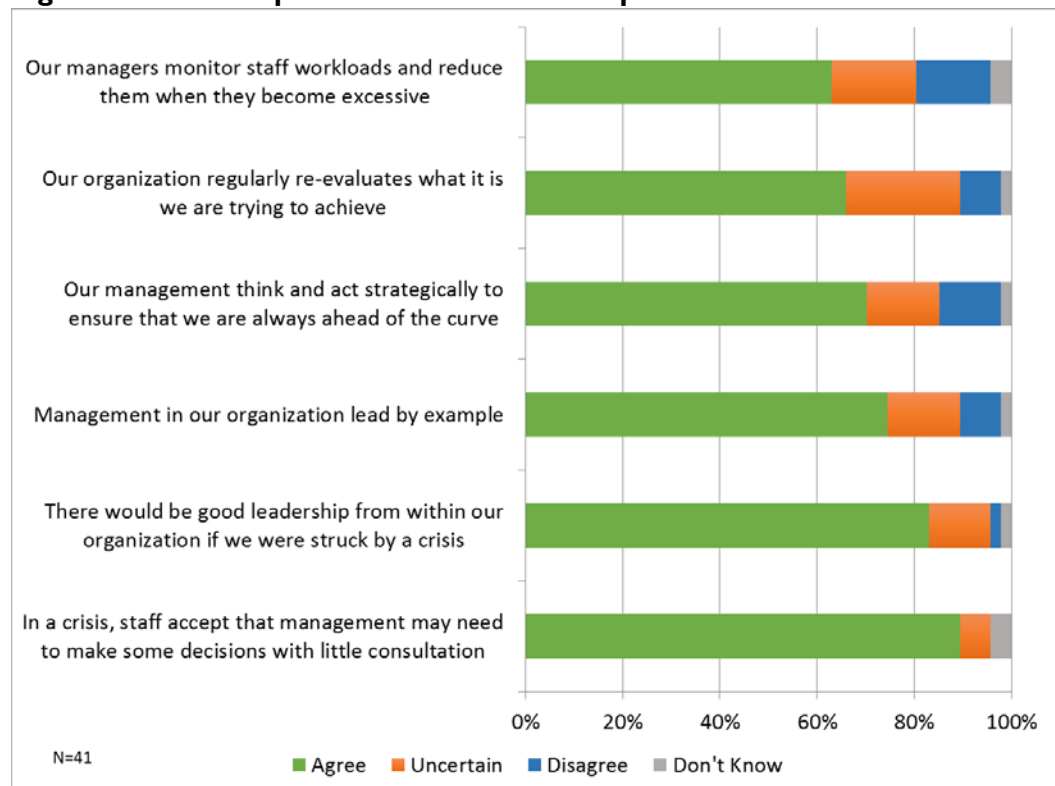
continuity of evaluation strategies, staff perception of leadership, workload monitoring, and strategic leadership.⁴³

The average of responses to statements regarding the leadership indicator show 74% agreement, 15% uncertainty, 8% disagreement, and 3% of respondents selecting “Don’t Know.”

The statement with the most agreement (89%) was “In a crisis, staff accept that management may need to make some decisions with little consultation,” indicating a high level of confidence. The statement with the least agreement (63%) was “Managers monitor staff workloads and reduce them when they become excessive.”

Figure 1 below shows the level of agreement to the Leadership indicator statements.

Figure 1: Leadership Indicator 100% Bar Graph



Source: CPW Post-Event Survey

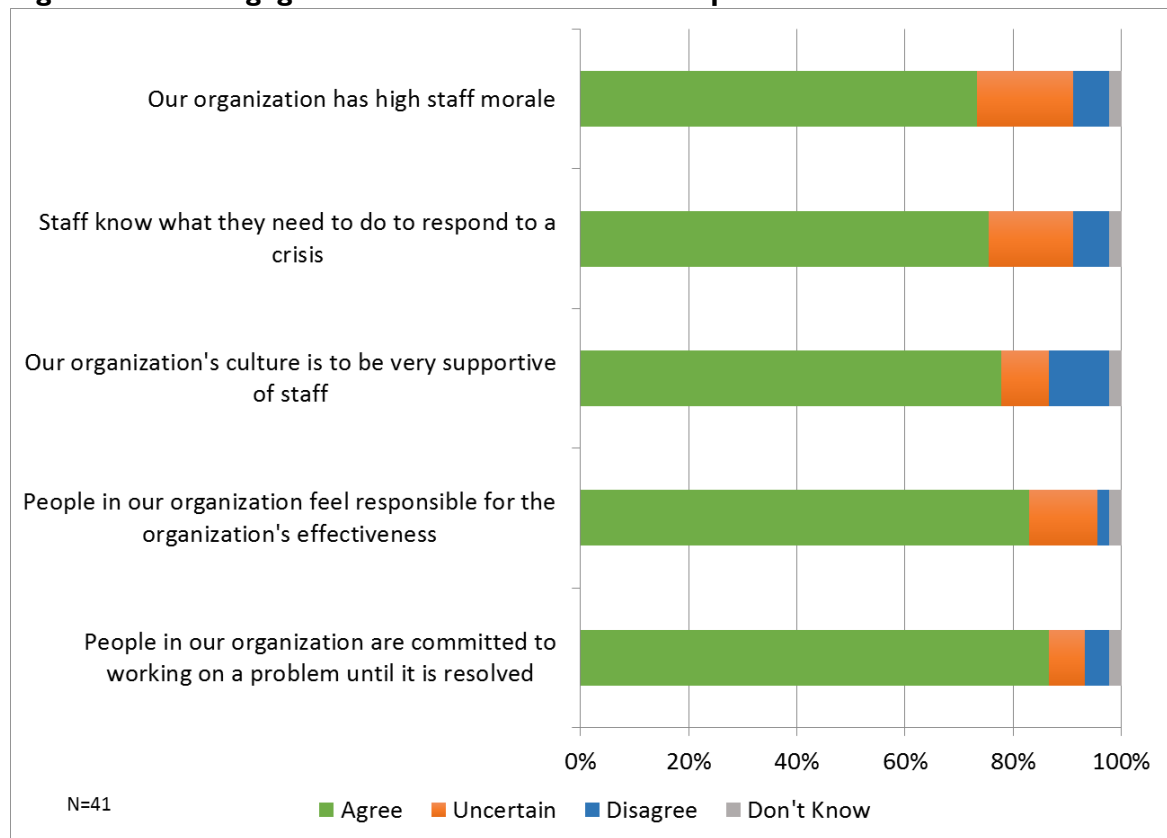
⁴³ Resilient Organizations New Zealand. “Organisational Resilience.” 2018.
<https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

Staff Engagement

Engaged staff “understand the link between their own work, the organization’s (sic) resilience, and its long term success.”⁴⁴ Understanding the linkages between staff effort and organizational resilience allows team members to make informed contributions while improving morale. Survey statements regarding staff engagement address morale, relevant knowledge, organizational culture, and employee commitment. On average, responses to this indicator show 79% agreement, 12% uncertainty, 6% disagreement, and 2% of respondents selecting “Don’t Know.” The statement with the most agreement (87%) was “People in our organization are committed to working on a problem until it is resolved.” The statement with the least agreement (73%) was “Our organization has high staff morale.”

Figure 2 below shows the level of agreement to the Staff Engagement indicator statements.

Figure 2: Staff Engagement Indicator 100% Bar Graph



Source: CPW Post-Event Survey

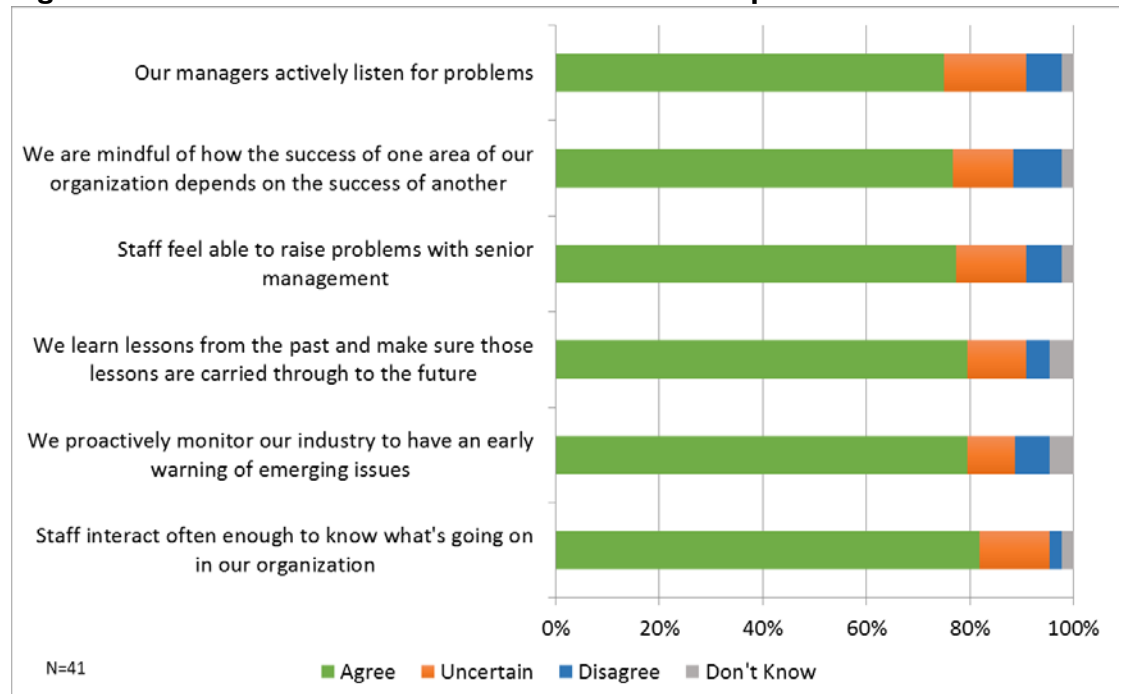
⁴⁴ Resilient Organizations New Zealand. “Organisational Resilience.” 2018.
<https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

Situation Awareness

Teams can enhance responsiveness by establishing a professional culture that encourages staff “to be vigilant about the organization (sic), its performance and potential problems.”⁴⁵ Statements that address situation awareness discuss management’s accessibility and approachability, staff understanding of linkages, monitoring processes, and frequency of staff interaction. On average, responses within the situation awareness indicator show 78% agreement, 13% uncertainty, 6% disagreement, and 3% “Don’t Know.” The statement with the most agreement (82%) was “Staff interact often enough to know what’s going on in our organization.” The statement with the least agreement (75%) was “Our managers actively listen for problems.”

Figure 3 below shows the level of agreement to the Situation Awareness indicator statements.

Figure 3: Situation Awareness Indicator 100% Bar Graph



Source: CPW Post-Event Survey

Decision-Making

Resilient professional structures ensure that staff “have the appropriate authority to make decisions related to their work and authority is clearly delegated to enable a crisis response.”⁴⁶ Statements in this section address staff access to decision-

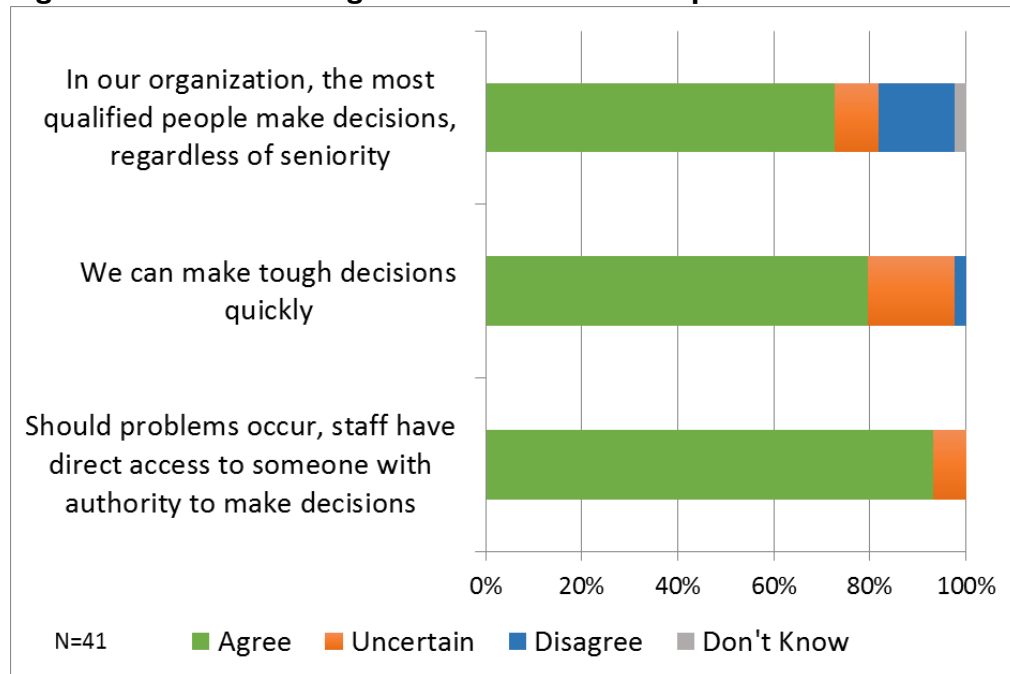
⁴⁵ Resilient Organizations New Zealand. “Organisational Resilience.” 2018. <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

⁴⁶ Ibid.

makers, rapidity of decision-making, and staff qualifications for decision-making. On average, responses for the decision-making indicator show 82% agreement, 11% uncertainty, 6% disagreement, and 1% “Don’t Know.” The statement with the most agreement (93%) was “Should problems occur, staff have direct access to someone with authority to make decisions.” The statement with the least agreement (73%) was “In our organization, the most qualified people make decisions, regardless of seniority.”

Figure 4 below shows the level of agreement to the Decision Making indicator statements.

Figure 4: Decision Making Indicator 100% Bar Graph



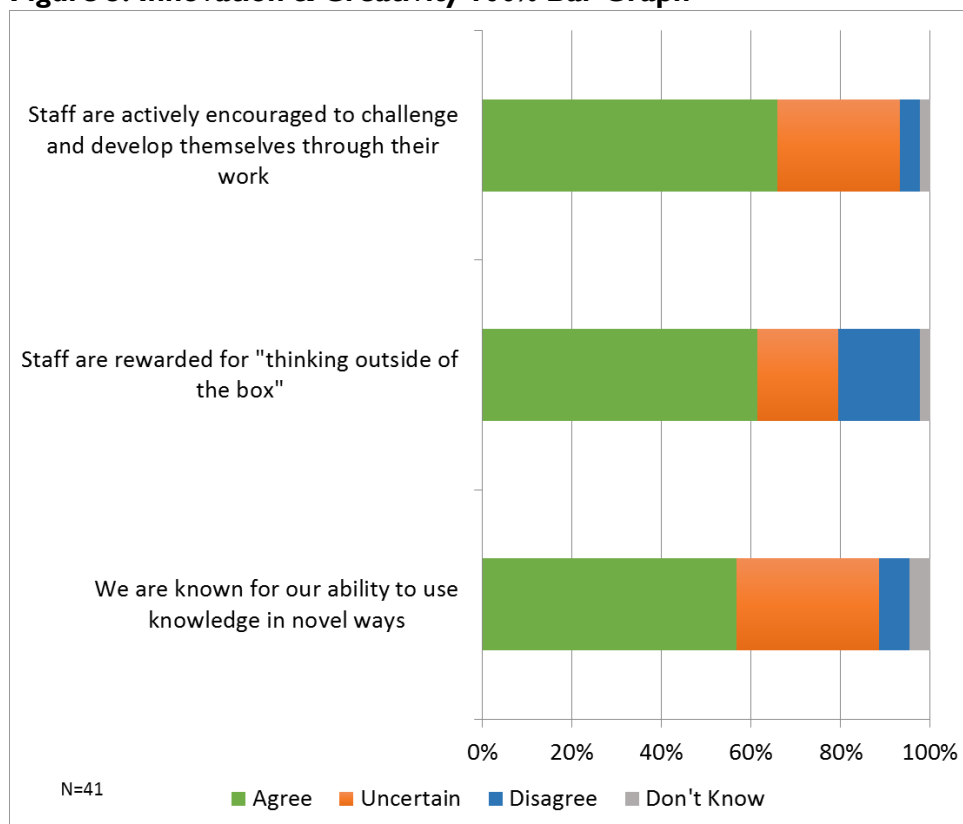
Source: CPW Post-Event Survey

Innovation & Creativity

Supporting staff in their pursuit of creative problem solving helps organizations to identify alternate methods for approaching workflows, which can safeguard workflows in a time of crisis. When professionals are encouraged to use ingenuity in resolving day-to-day problems, they’re more apt to identify innovative workarounds during crises. Survey items within this indicator discuss an agency’s reputation for novel thinking, encouragement of creative solutions, and workplace culture of professional development through challenges. The average response to these items indicates 61% agreement, 26% uncertainty, 10% disagreement, and 3% “Don’t Know.” The statement with the most agreement (66%) was “Staff are actively encouraged to challenge and develop themselves through their work.” The statement with the least agreement (57%) was “We are known for our ability to use knowledge in novel ways.”

Figure 5 below shows the level of agreement to the Leadership indicator statements.

Figure 5: Innovation & Creativity 100% Bar Graph



Source: CPW Post-Event Survey

Networks & Relationships

Indicators within this category assess an organization's "internal and external relationships fostered and developed for the organization (sic) to leverage when needed."⁴⁷ Maintenance of collaborative relationships and communication channels ensures that coordination during crises operate smoothly.

Effective Partnerships

An organization can enhance its resilience by understanding and cultivating the relationships necessary to coordinate efforts and resources in a crisis. Planning focused on enhancing key partnerships can safeguard mutual access to information, staff, and material assets. Statements in this indicator category assess support plans, resource coordination, organizational linkages, governmental framework, and relationship development. The average response to these statements indicates 78% agreement, 14% uncertainty, 6% disagreement, and 1% "Don't Know." The statement with the most agreement (88%) was "We build relationships with others we might have to work with in a crisis." The statement

⁴⁷ Resilient Organizations New Zealand. "Organisational Resilience." 2018.
<https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

with the least agreement (67%) was “We have planned for what support we could provide to the community in a crisis.”

Figure 6 below shows the level of agreement to the Effective Partnerships indicator statements.

Figure 6: Effective Partnerships Indicator 100% Bar Graph



Source: CPW Post-Event Survey

Leveraging Knowledge

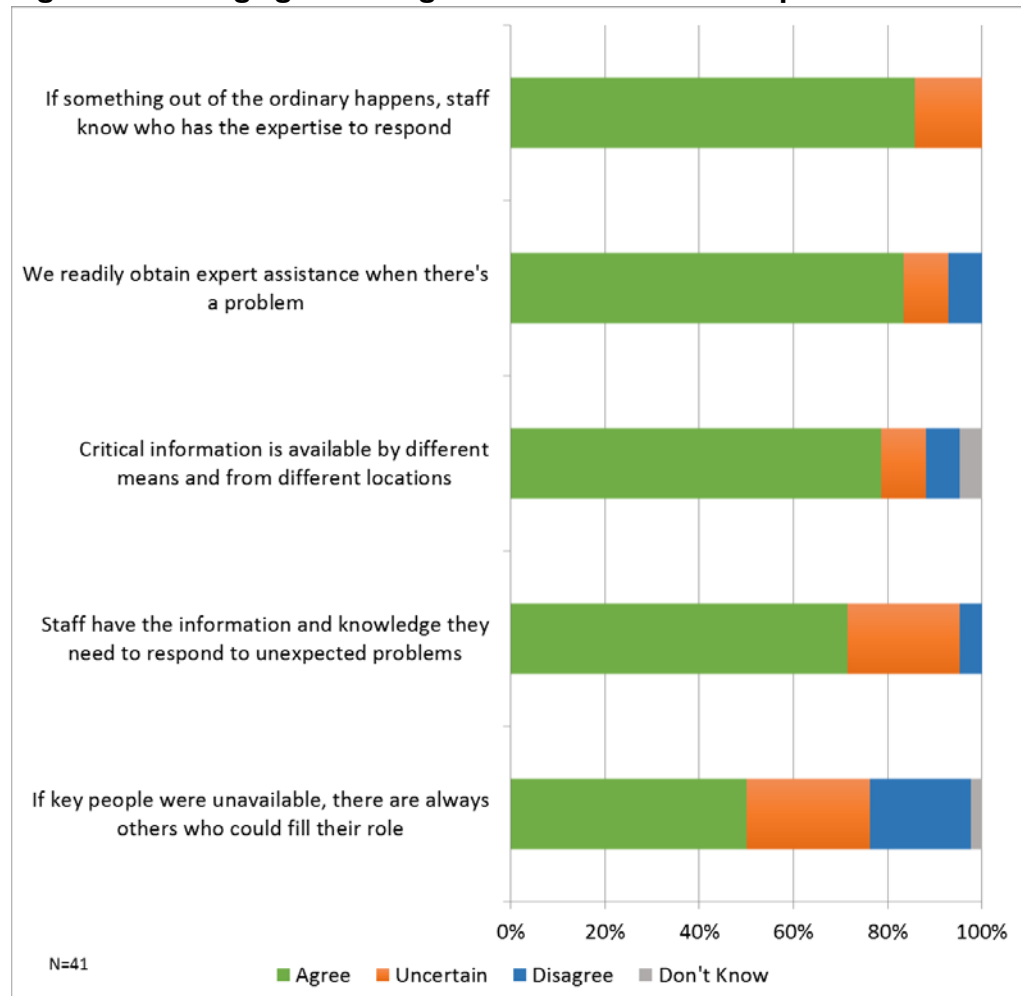
Storing critical information “in a number of formats and locations” ensures that staff can access expertise even when routines are disrupted. In order to successfully use knowledge during crises, organizations can cross-train staff and support role redundancy so that “someone will always be able to fill key roles.”⁴⁸ Survey items assessing this indicator address role understanding, information and

⁴⁸ Resilient Organizations New Zealand. “Organisational Resilience.” 2018. <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

expertise access, training, and role redundancy. The average response in this category indicated 74% agreement, 17% uncertainty, 8% disagreement, and 1% “Don’t Know.” The statement with the most agreement (86%) is “If something out of the ordinary happens, staff know who has the expertise to respond.” The statement with the least agreement (50%) was “If key people were unavailable, there are always others who could fill their role.”

Figure 7 below shows the level of agreement to the Leadership indicator statements.

Figure 7: Leveraging Knowledge Indicator 100% Bar Graph



Source: CPW Post-Event Survey

Breaking Silos

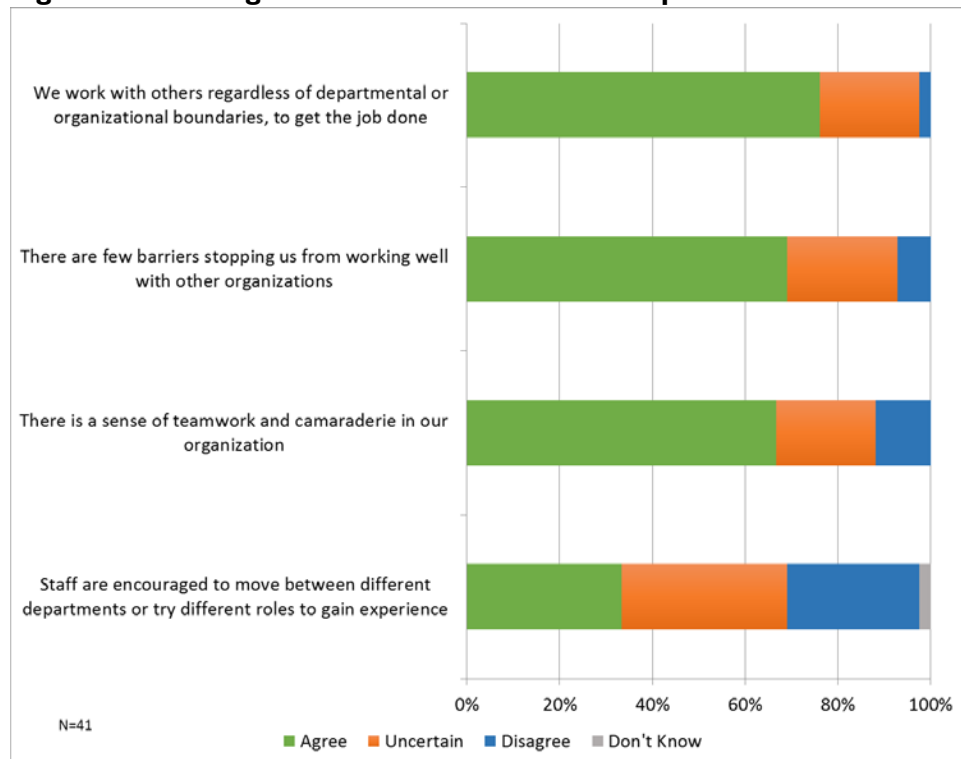
Barriers that inhibit communication—including cultural, social, and behavioral divides—can “[create] disjointed, disconnected, and detrimental ways of working.”⁴⁹ Obstacles to cooperation can impede the speed and effectiveness with

⁴⁹ Resilient Organizations New Zealand. “Organisational Resilience.” 2018. <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

which an organization responds to an unexpected event. Statements that address this category discuss departmental boundaries, relationships with other organizations, camaraderie, and cross training. The average response to these questions indicates 61% agreement, 26% uncertainty, 13% disagreement, and 1% “Don’t Know.” The statement with the most agreement (76%) was “We work with others regardless of departmental or organizational boundaries, to get the job done.” The statement with the least agreement (33%) was “Staff are encouraged to move between different departments to try different roles or gain experience.” This statement had the least agreement out of all survey statements.

Figure 8 below shows the level of agreement to the Breaking Silos indicator statements.

Figure 8: Breaking Silos Indicator 100% Bar Graph



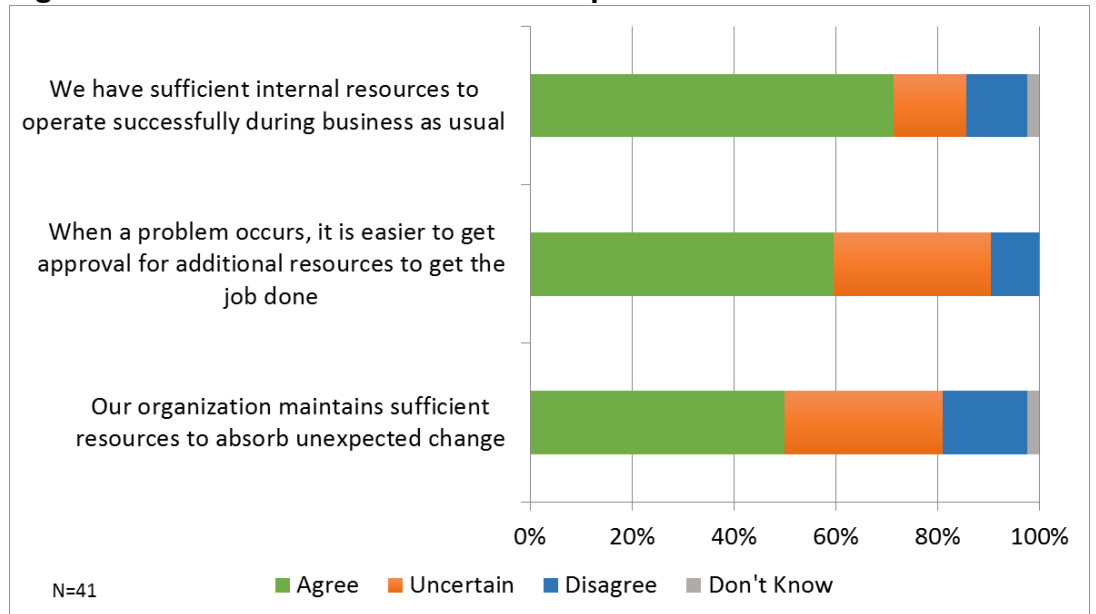
Source: CPW Post-Event Survey

Internal Resources

Optimal resource management secures distribution networks, so that staff, capital, and assets are mobilized effectively daily, as well as during critical situations. Statements in this category address internal resource sufficiency, resource approval systems, and change capacity. The average response for this indicator shows 60% agreement, 25% uncertainty, 13% disagreement, and 2% “Don’t Know.” The statement with the most agreement (71%) was “We have sufficient internal resources to operate successfully during business as usual.” The statement with the least agreement (50%) was “Our organization maintains sufficient resources to absorb unexpected change.”

Figure 9 below shows the level of agreement to the Internal Resources indicator statements.

Figure 9: Internal Resources 100% Bar Graph



Source: CPW Post-Event Survey

Preparedness Indicators

In order for an organization to be prepared, it must use foresight by establishing plans and directions beforehand in case of an event. RORP lists four indicators that contribute to this - unity of purpose, proactive posture, the planning of strategies, and the stress-testing of plans.

Key Findings: Preparedness

On average, statements about organizational preparedness generated a positive agreement rate (62.5%). Rates of agreement were 55% for Stress Testing Plans, 64% for Proactive Posture, 65% for Planning Strategies, 66% for Unity of Purpose. The two statements that generated the most agreement (80%) both belong to the Planning Strategies Indicator: “Given how others depend on us, the way we prepare for the unexpected is appropriate” and “We are mindful of how a crisis would affect us.”

The Stress Testing Plans Indicator has the lowest rate of agreement (55%), the highest rate of disagreement (22%), and one of the two highest rates of Don’t Know responses (15%). This could be attributed to the low number of statements in the post-assessment survey that related to the stress testing of plans. This indicator had only two questions whereas the other three had between five and eight statements each. Due to the presence of fewer statements, the responses to each question carried more weight than responses to indicators with more statements.

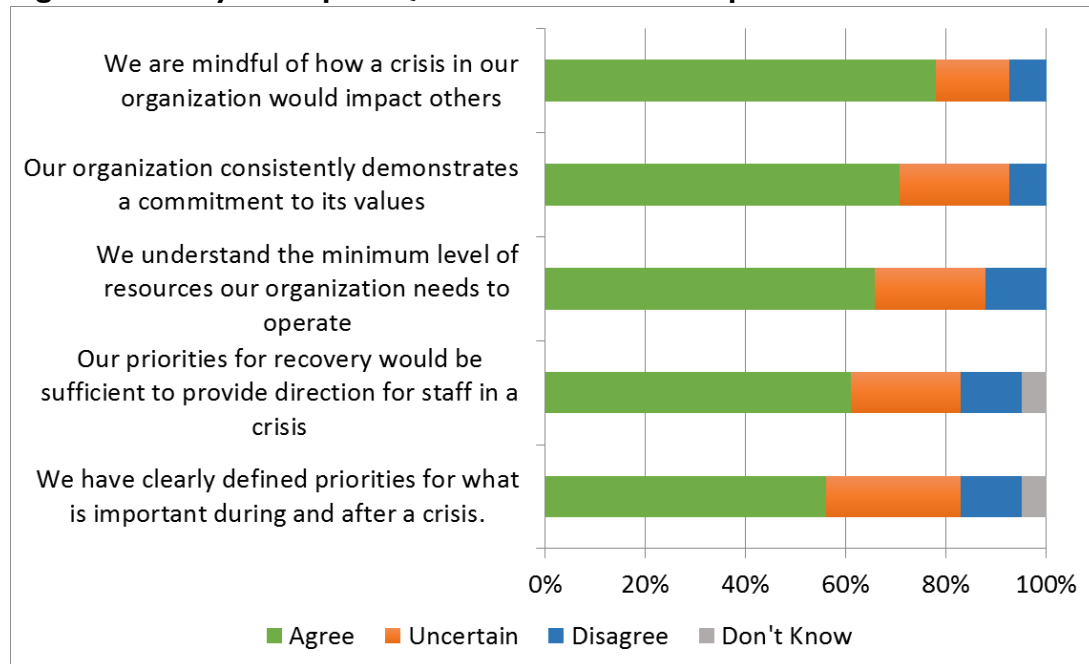
Participants responded with uncertainty at higher levels than disagreement when asked how change-ready their organization might be.

Unity of Purpose Indicator

Unity of Purpose refers to the awareness of persons in an organization as to what the priorities are in case of crisis, as well as an understanding of minimum operating requirements.”⁵⁰ Responses to questions referring to this indicator produced 66% agreement, 21% uncertainty, 10% disagreement, and 2% “Don’t Know” responses. The statement with the most agreement (78%) was, “We are mindful of how a crisis in our organization would impact others.” The statement with the most disagreement (12%) was “We have clearly defined priorities for what is important during and after a crisis.” This statement also had the most “Don’t Know” responses (5%) for this indicator and was one of two statements with the most uncertainty. The other statement with a high percentage of uncertainty was “Our priorities for recovery would be sufficient to provide direction for staff in a crisis.”

Figure 10 below shows the level of agreement to the Unity of Purpose indicator statements.

Figure 10: Unity of Purpose Questions 100% Bar Graph



Source: CPW Post-Event Survey

Proactive Posture Indicator

Proactive Posture refers to the ability to prepare for and respond to early warning signals of change in an organization’s internal and external environment before it

⁵⁰ Resilient Organizations New Zealand. “Organisational Resilience.” 2018.
<https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

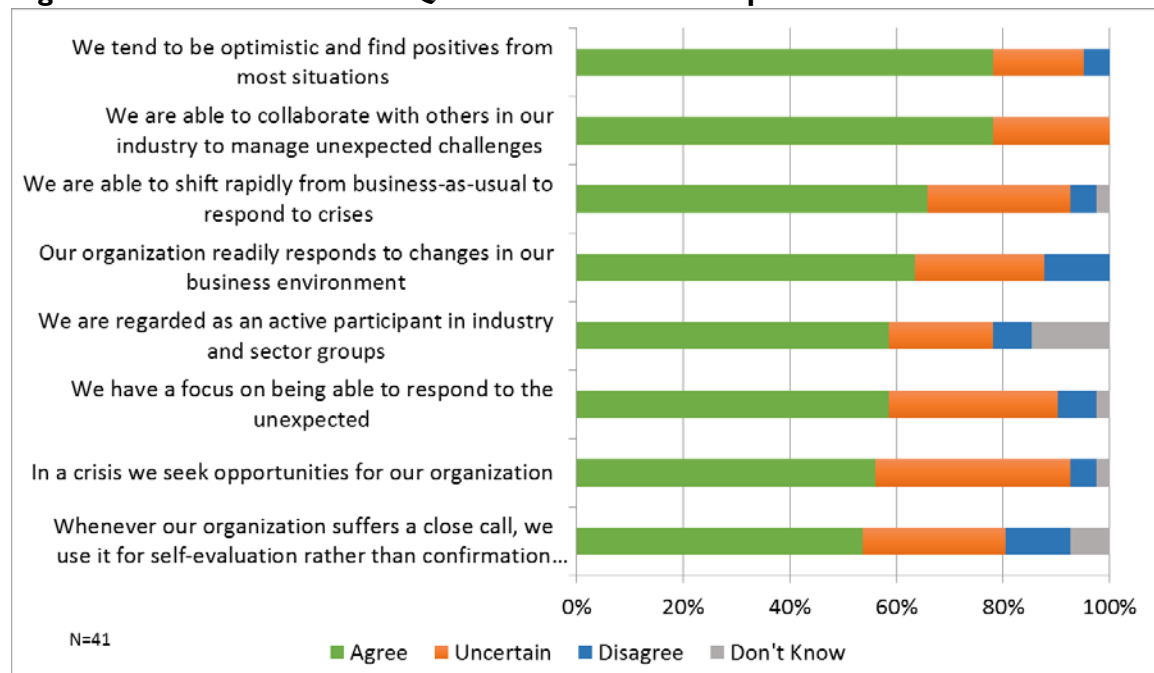
escalates into crisis.⁵¹ Responses to statements regarding this indicator elicited 64% agreement, 26% uncertainty, 7% disagreement, and a “Don’t Know” response rate of 4%.

The statements with the most agreement (78% each) are, “We are able to collaborate with others in our industry to manage unexpected challenges” and “We tend to be optimistic and find positives from most situations.” The statements with the most disagreement (27% each) are, “Whenever our organization suffers a close call, we use it for self-evaluation rather than confirmation of our success” and “We are able to shift rapidly from business-as-usual to respond to crises.”

The statement with the most Don’t Know responses (15%) in the whole of the survey belongs to this indicator. This statement is “We are regarded as an active participant in industry and sector groups.”

Figure 11 below shows the level of agreement to the Proactive Posture indicator statements.

Figure 11: Proactive Posture Questions 100% Bar-Graph



Source: CPW Post-Event Survey

Planning Strategies Indicator

“The development and evaluation of plans and strategies to manage vulnerabilities in relation to the business environment and its stakeholders”⁵² is what defines the Planning Strategies indicator. Responses to statements in relation to this indicator

⁵¹ Ibid.

⁵² Resilient Organizations New Zealand. “Organisational Resilience.” 2018.
<https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

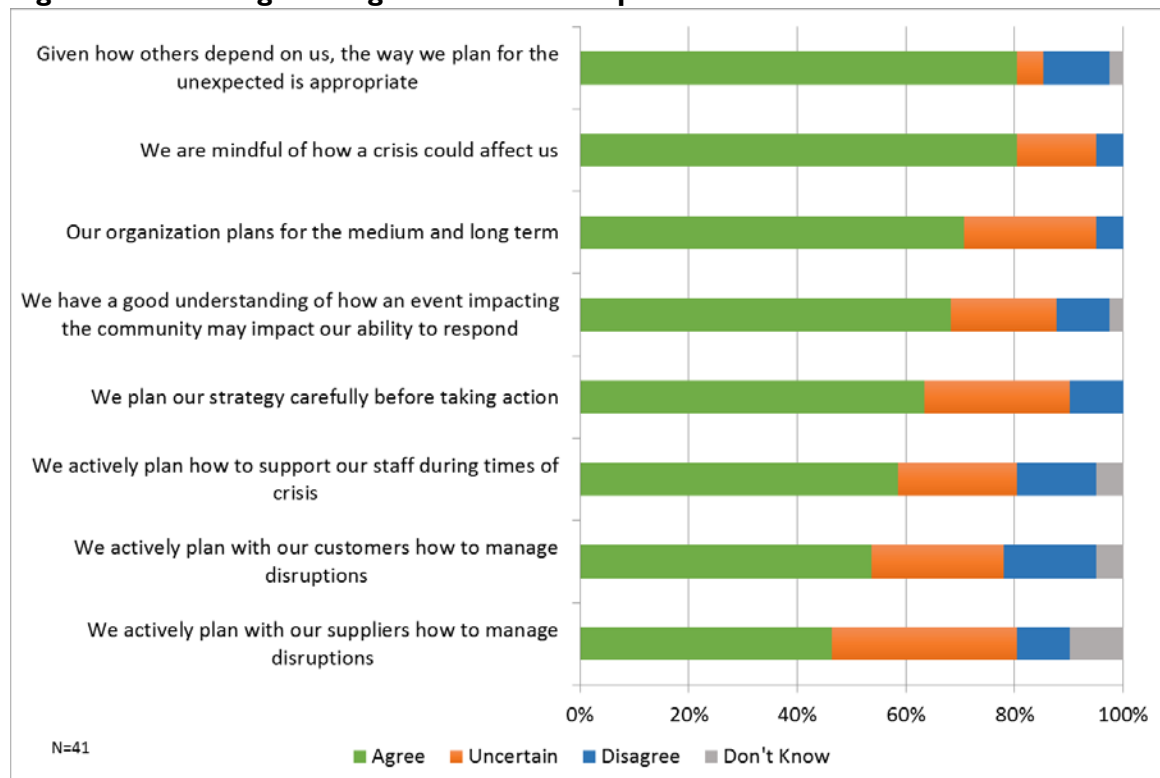
were 65% in agreement, 21% uncertain, 10% in disagreement, and 3% “Don’t Know.”

The statements with the most agreement (80% each) are, “Given how others depend on us, the way we prepare for the unexpected is appropriate” and “We are mindful of how a crisis could affect us.” The statement with the most disagreement (17%) is, “We actively plan with our customers how to manage disruption.”

The statement with the least agreement for the category (46%) is one of the four statements in the entirety of the survey to elicit an agreement rate less than 50%. It has the most uncertainty (34%) and the most Don’t Know responses (10%). This statement is “We actively plan with our suppliers how to manage disruptions.”

Figure 12 below shows the level of agreement to the Planning Strategies indicator statements.

Figure 12: Planning Strategies 100% Bar-Graph



Source: CPW Post-Event Survey

Stress Testing Plans Indicator

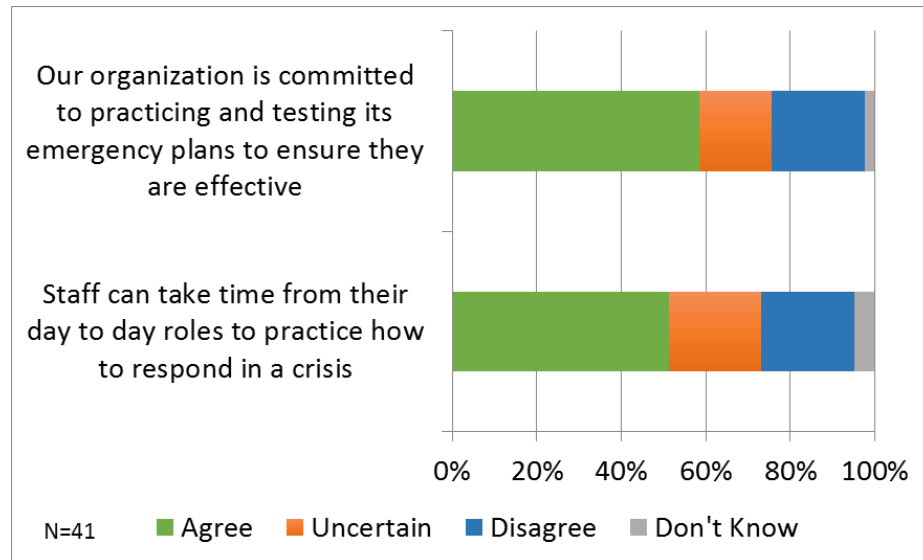
To Stress Test Plans, as defined by RORP, is to participate “in simulations or scenarios designed to practice response arrangements and validate plans.”⁵³

⁵³ Resilient Organizations New Zealand. “Organisational Resilience.” 2018. <https://www.resorgs.org.nz/about-us/what-is-organisational-resilience/>

There are two statements relating to the Stress Testing Plans Indicator. The first, “Our organization is committed to practicing and testing plans to ensure they are effective,” has the more agreement (59%) and is tied with the second statement for levels of disagreement (22%). In addition to this tie, the second statement, “Staff can take time from their day to day roles to practice how to respond in a crisis,” received more uncertainty (22%) and Don’t Know (5%) responses.

Figure 13 below shows the level of agreement to the Stress Testing Plans indicator statements.

Figure 13: Stress Testing Plans 100% Bar-Graph



Source: CPW Post-Event Survey

APPENDIX III-A: INTERVIEWS

This appendix summarizes methods and results from stakeholder interviews. The aim of the first round of interviews was to provide more color to the survey results. The interview questions were structured to gather more in-depth responses around pre-event, during event, and post-event planning and communications. The interviews discussed resource availability, business development opportunities, business partnerships, business impacts (including losses), and district-level public-public and public-private collaboration.

The CSC Team worked with each Economic Development District (EDD) to ensure that feedback was received from emergency managers, business representatives, elected officials, agency administrators, and critical infrastructure providers. Specifically, the focus of the stakeholder interviews was to examine what other regions might learn each of the EDD's to increase economic resilience on other parts of the state.

The CSC Team interviewed 32 stakeholders during 13 interviews from across each of the five (5) Economic Development Districts. Stakeholders were varied from all across the communities, including elected government officials, city/county staff, emergency managers, economic development directors, business owners, and other community leaders.

Methods

The CSC team designed stakeholder interview questions to be standardized and open-ended. The wording and sequence of questions was determined in advance. The finalized Interview Guide was distributed to the directors of each EDD prior to conducting the interview.

Interview questions were divided into two subject categories. The first group of questions focused on collaboration and communication between the district and other partners. The second group of interview questions asked about the assets and resources the partners in each region leveraged to plan for and respond to the event. Questions were sequenced to ask about experiences before, during and after the event.

The interview consisted of 30 total questions, including follow-up questions to investigate further into each districts experience and perceptions during the events of the eclipse. Interviews lasted between 45 minutes and 2 hours. The longer interviews were group interviews with multiple stakeholders.

Recruitment for stakeholder interviews was organized by each of the five (5) Economic Development District directors, and built on their previous community outreach for survey participants. The interviewees were solicited from the list of approximately 250 survey participants from the pre-event Thumbprint Survey as well as additional stakeholders identified by the EDDs.

A total of 13 interviews were held and 32 stakeholders participated. Interviews were conducted using telephone conferencing and took place as either group interviews or individual one-on-one interviews. The group interviews ranged from 2-8 individuals. Prior to the start of each interview, the CSC team member asked for consent to record the audio of the interview in order to augment the note-taking. In all interviews where the CSC team member asked for consent, the stakeholders agreed to be recorded.

General Themes by Region

When interviewing the five economic development districts, it was apparent that each region had a unique experience responding to the events of the eclipse. Several themes emerged during the interviews that were unique to each district. The following section will summarize the key information gathered from each district and identify the topics that were most commonly discussed in each region.

Cascades West Economic Development District (CWEDD)

The coastal area of the state in the Cascades West district prepared well for the eclipse. A common theme that emerged with stakeholders was that preparation was essential to the success of managing the eclipse. In addition, interviewees stated that the public safety messaging from emergency management was overemphasized, which reduced the economic benefits that events of the eclipse might bring to coastal communities. Many stakeholders remarked that the messaging from emergency management officials worked so well, that residents ended up staying home and visitors stayed away.

Mid-Willamette Valley Economic Development District (MWVEDD)

The Mid-Willamette Valley region saw a varied number of visitors during the eclipse, with some areas in the district experiencing a significantly higher influx of visitors than others. Regardless of their head count, the most common advice they shared was to start planning early. Organizations and agencies worked diligently before the eclipse to identify stakeholders and connect with all associated parties early to share plans and start collaborating. The economic development professionals, especially Travel Salem, reached out to government and emergency management officials to start collaborating. By working together, they were able to share event plans across the region and offer support in specific areas. Another common theme among the Mid-Willamette region was that pre-incident messaging was really effective.

Central Oregon Intergovernmental Council (COIC)

One of the most common themes that emerged in Central Oregon was the strengthening of relationships through the planning process of the eclipse. Communication between organizations in the region was improved during the pre-event planning meetings, as well as agencies across disciplines. This led to the strengthening of existing relationships as well as the formation of new connections across agencies and disciplines.

The formation of the Multi-Agency Command Center (MACC) played a significant role in organizing the region. Leaders from various disciplines were centralized in one location, which was essential for maintaining effective communication. It allowed for messages to be filtered through one location and be efficiently and accurately understood among the emergency management staff. Central Oregon reported that they are stronger as a collective unit, and had a bigger voice when 3-4 counties were communicating the same message to the State. More support was expected from the State level.

Another central theme was the ability for Central Oregon to market the region as a travel destination. The region received tremendous exposure because of this event, and really tried to take advantage of it as a marketing opportunity. Overall, they were successful in attracting visitors to the region for the eclipse, but also remarked that visitors returned to the area months after the event.

A challenge that they saw in preparing for this event was that they would not be prepared for a no-notice event. The infrastructure is just not in place for an adequate response to a large scale, unexpected event. This event gave them an opportunity to test their capacity, and understand negative effects and potential benefits of having an influx of people.

Greater Eastern Oregon Development Council (GEODC)

The successful collaboration in Eastern Oregon was highlighted as being very successful among the interviewees. Partnerships and cooperation essential are the region because of its isolation and distance from resources. Agencies usually work together across the region when necessary, but the magnitude of the events of the eclipse required county-wide collaboration efforts that are not typical for the region. The events established new relationships between emergency management officials and economic development partners, including the Chamber of Commerce, and demonstrated the county's success at working together.

The region emphasized the importance of getting stakeholders to the table early to being conversations. A lot of preparation went into planning, including the formation of an Incident Command Center (ICC) which managed communication across several agencies and organizations. This proved very effective and was a major asset to the region. Interview participants overall felt that they are much better prepared for a devastating event like the Cascadia Earthquake, but realize that the current infrastructure and resources available are not adequate to handle a large scale emergency event.

The businesses did not see the economic impact that they were expecting. The collaboration among emergency management and economic development partners prepared the region well, but the influx of visitors did not match the estimated number they were expecting. The region's ability to showcase and bring exposure to the area was also a common theme discussed in this region.

Northeastern Oregon Economic Development District (NEOEDD)

A theme that was highlighted across Northeastern Oregon was the importance of getting stakeholders around the table to start talking early. There was an attempt

to get the state on board and playing a more supportive role early on in the planning process, but it took time for the state to become committed. Several interviewees mentioned their concern about limited resources in the case of a large-scale event during the eclipse, like a multi-car accident or wildfire. They have a better understanding now of their capacity and how far their resources can be stretched. A consistent concern in the region is the capacity of their telecommunications system. Because of the terrain, cell phone signals and internet service can be disrupted easily. The region had planned for their system to be. The region had hoped there would be more support and resources provided from the state.

The tourism industry was a significant driver in collaboration across agencies. They initiated communication with emergency management and state officials, and connected agencies that had never considered working together before. This brought attention to the importance of tourism in emergency management situations, because visitors have an influence on the way emergency plans and programs are developed and implemented. The tourism element was also described as an investment in the area, because it gave exposure to Eastern Oregon in a way that would encourage visitors to come back in the future. The events of the eclipse may not have stimulated a significant increase in revenue at the time, but the initial exposure to the area will have effects that come out later down the road.

APPENDIX III-B: INTERVIEW NOTES

The interviews were conducted with a variety of stakeholders from a diverse range of professions, who all participated in the events of the eclipse. Interview respondents included city and county staff, elected officials, state agencies, emergency management professionals, economic development professionals, and local business owners. Each interviewee shared a unique perspective on their experience, as detailed in the interview notes in this section.

Interview I

| | |
|-----------------------|--|
| Interviewee(s) | Susan Christensen , Economic Development Director, GEODC; Terry Leighton , Fire Chief, Ontario; Dan Cummings , Economic Development Director, Ontario |
| Interviewer | Molly Bradley |
| Date | February 16, 2018 |

Overview

This interview focused on the success of the emergency management team in the preparation for and response to the events of the eclipse. The interviewees provided significant feedback on the emergency planning leading up to the event, and the success they had managing the influx of visitors during the event. Due to the winter storm event earlier in the year, the emergency management agencies in Ontario were already in close communication, and continued to collaborate to prepare for the eclipse. The crowd size was smaller than they expected, but their preparation for the event was successful in maintaining control in the region.

Expectations vs. Reality

Effective collaboration between all parties was the most exciting thing that happened during the eclipse. All agencies, including ODOT, Police, Planning & Development, Public Works, Fire, the County, worked so well together. Organizations were already working really well together because of the winter snow event, so there was a smooth transition into planning for the events of the eclipse. Ontario built upon the collaboration from winter, which helped to prepare for the summer, and definitely helped for anything that might happen in the future.

The Economic Development Director stated that it was a disappointment to businesses; roughly 200-300 people visited Ontario. Lots of businesses bought trinkets and eclipse memorabilia and were not able to sell it, and Mr. Cummings stated that the majority of the businesses probably lost out economically. There was so much hype, especially from the Boise area, that the majority of people ended up staying home. "Economically it was a flop for Ontario, but a relief."

More than anything, Ontario was disappointed economically. Considering the sanitation, water supply, and traffic that they spent hours/days planning for, along

with the businesses for economic gains. They had stations and crews all around the downtown to manage the event and it just didn't happen. The Fire Chief stated that it's disappointing to prepare for events like this and don't get to execute them.

Mr. Cummings recalled that the downtown put on a dance and food courts, and "it turned out better because we only had several hundred people show up" instead of hundreds of thousands. "The downtown business people called it a success in the sense that they were not overwhelmed with people."

Communication and Collaboration

The winter emergency operations already had several of these agencies organized, so they were set up to work together on the events of the eclipse. Communication was initiated originally by Ontario's City Manager, who reached out to the county emergency operations center. All communication went through the Emergency Operations Center (EOC). The area had several planning meetings that involved all departments in Ontario, ODOT, the prison, and a local ambulance district. The emergency operations person was in charge of all the events.

Terry was the "lead" being the Incident Commander, although there was a unified lead among the agencies, everyone worked together. Some partners were familiar and some were new, but Ontario was already in the mode to collaborate because of the winter emergency operations. The operations were already set up for it. The emergency management side of the operations was expanded during winter to include a lot of local business owners, a fair grounds representative, in their weekly meetings. Ontario also collaborated with Idaho DOT because of congestion.

Overall, relationships were strengthened. Ontario was prepared and worked 24/7 with feet on the ground. Officials walked the streets with people handing out flyers.. The biggest issue was keeping up the facilities. The sewer system backed up, but they had port-a-potties delivered within a half hour.

The Fire Chief stated, that by having all the major players in one spot where you can communicate is key. He advised to plan ahead, and have a plan. They conducted a mock run prior to the eclipse which was helpful, and relieved stress. They also checked their hand held radios to make sure the signal carried across the river.

Assets and Resources

Finance and Public Works Departments are contracted out, and it was beneficial to use their resources. Finance Departments managed grants, while contracted public works staff planned for extra sewage and water treatment, and traffic control. ODOT provided traffic planning, staffed the prep meetings to coordinate with Ontario and communication from IDOT. Ontario Sanitary Service brought extra garbage cans downtown.

If there would've been a big event and major disaster, the Fire Chief reported that they would have been really short on resources. There is not enough staff to manage a big event, as far as security. Overall, the City was very satisfied with the preparation for the events of the eclipse, and visitors cleaned up after themselves.

Interview 2

| | |
|-----------------------|--|
| Interviewee(s) | Katie McNeil , Business Owner, Waldport |
| Interviewer | Molly Bradley |
| Date | February 28, 2018 |

Overview

Katie McNeil is the owner of Pacific Sourdough in Waldport, a coastal community. Her bakery is closed on Mondays, the day of the eclipse, so she was not affected by the projected estimates of people coming to the coast. It was expected that several thousands of people would be in town, and the weekend before was expected to be busier with people as well. The coast was expecting a fun, exciting, celebratory atmosphere. “We were all a little bit gobsmacked by it,” Katie remarked. Only a small number of visitors came.

A wholesale baker normally drives in to Waldport on Monday to make bread and because they had heard that traffic would be impossible, they rescheduled her to do that work on another day. They assured their customers that it wasn’t a big deal. The bakery’s accounts ordered a lot of product to be prepared for their events, but they make bread by order, so they didn’t have a lot of extra product they needed to sell off.

“Our normal wholesale got disrupted in the middle of summer by way of people ordered too much for one week and then the following week nobody ordered anything, really. They had overstocked. So from a cash flow standpoint it affected businesses. Not us so much, but other businesses that had all this product and there weren’t enough people to buy it.” - Katie McNeil

Many restaurants stocked up on perishable products, but didn’t have the people come.

The emergency preparation for the eclipse was good, but it scared people from coming to the coast. They said that you wouldn’t be able to move on HWY 26; that local food stores would be out of stock.

She was invited to be a vendor at a farmers market on Sunday but didn’t take the opportunity and it turned out not to be busy anyway.

Katie asked customers and tourists who came into her bakery on the Thursday and Saturday before the eclipse and asked if they were here for the eclipse. Most of them said they weren’t, and that the weather on the coast was expected to be bad.

“The warning that we got from local officials about how dire the situation was going to be, I mean apocalyptically bad, they were all saying you will not be able to move a car on HWY 101. In fact, in Depot Bay, they sent out a postcard that said ‘we expect power outages, and there won’t be enough water, and not enough food....the Mayor of Yachats was asking one of my colleagues at the farmers market who has a booth where they make soup/sandwiches if they could set up in town because they feared there would not be enough resources for the tourism impact...

the fear that people had of so many people coming prepared us for the very, very worst, and it absolutely didn't happen." - Katie McNeil

Other wholesale businesses, like Cash & Carry, had their slowest two days of the year the two days following the eclipse because people stocked up on product before the event.

Food service people definitely felt a loss, but lodging (hotel/motel/VRBO/Vacation rentals) probably made out pretty big if they don't have refundable reservations.

Talk to local motels: Adobe, Fireside. Call Newport City Hall.

Biggest Takeaway: "Use your own judgement. Prepare for it, but don't count on it."

Collaboration and Communication

For the most part, this section of questions did not apply.

Many people decided not to travel. If they came to Waldport it was just for the event, they didn't stop to have lunch or spend money anywhere.

From an emergency management standpoint, if you prepare for the worst and it doesn't happen, it's fine, because you'd have more trouble if you weren't prepared. Emergency services scared people into not going anywhere or doing anything because there would be too many people in town.

Next time, they shouldn't tell anyone that the eclipse is happening.

Assets and Resources

Most important lessons learned: "You have to use your own judgement." Don't bank on one million people because that is what the State told us.

Katie remarked that many businesses "wanted it to be more of an economic benefit than it was ever going to be anyway." She indicated that merchants had higher expectations than what was reasonable to begin with, so it hurt even more when the coast had a fewer visitors than expected.

Merchants on the coast had heard there was not a rental available anywhere in the county. They hypothesized about the number of total rental beds that are usually available in South Lincoln County at that time of summer, and how many of them are available during the eclipse. If everything was rented, how much more of an impact would that be on businesses? Katie went on to say that people that have \$600-\$1800 to spend on a hotel room for a weekend to see the eclipse are probably the same people that can blow that money without consequence.

Overall, Katie was satisfied with the community's response.

Interview 3

| | |
|-----------------------|---|
| Interviewee(s) | Scott Aycock , Community and Economic Development Manager, COIC; Gus Burrill , City Administrator, City of Madras; Nathan Garibay , Emergency Management Officer, Deschutes County; Michael Ryan , Emergency Management Officer, Crook County; Chris Doty , Road Department Director, Deschutes County; Lysa Vattimo , Communications Specialist, City of Madras; Casey Kaiser , Executive Director, Prineville-Crook County Chamber of Commerce; Joe Krenowicz , Executive Director, Madras Chamber of Commerce |
| Interviewer | Molly Bradley |
| Date | February 28, 2018 |

Overview

(Madras) - Exposure and marketing opportunity was also huge for the City. One of the successes was also the planning. There was a high percentage of cost recovery in the City as well. The airport became a huge opportunity as well as parking that was huge opportunity. This event put Madras on the map internationally. The number of visitors to Madras definitely matched the estimates. They saw over 100,000 visitors.

(Deschutes County) – The number of estimates came remarkably close to the 200-250,000 projected estimates of visitors in the tri-county area. Survey data allowed the region to calculate visitor projections. The number of people that came up from California was miscalculated. A number of people drove up HWY 97 to Madras/Bend area and immediately left after the event.

(Prineville) - The direct spending impact was significant in Prineville. Interestingly, a fairly decent amount of people stayed a few days after the eclipse, which allowed the community to continue to benefit economically from the tourism. This was an opportunity for community exposure. Visitors actually came back later in the summer to visit after they first visited for the eclipse. It also provided an opportunity to test the capacity of their resources. They stretched the limits of their resources and gained information about the adverse impacts about having the volume of people in the area, as well as the potential benefits of having that many people in the area.

(Prineville) – The mass gathering event saw more visitors than anticipated but outside the mass gathering events we saw fewer number than we expected. Some people

(Bend) – “It was dead as a doornail in Bend.” There were less people anecdotally than normal. This is also true for Sisters and Redmond.

(Crook County) – The Symbiosis music festival reached about 90,000 attendees. The national press put out the message that wildfires were

Many visitors came prepared. They brought everything they needed, like they were told, stayed for the eclipse and then left without the intention of staying longer. Locals heeded the advice of emergency management and didn't leave their houses.

Preparation

(Madras) – Started with 25-30 people in planning meetings, then averaged 75 people. They met monthly with everyone from private, local, state, and federal level. Relationships were built through this process. There was excellent collaboration across the tri-county area. Key messages were crafted and decided upon collaboratively, then were collectively spread across the region. Everyone was getting the same messages. A whole new team of information officers worked together. Built new relationships. McDonald's called the City to ask about "that guy" from ODOT and Lysa knew just who to direct them to.

(Prineville) – The city had been coordinating with Parks and Rec, the team of emergency management services, city/county government, Public Works, County Roads Department, volunteers, and had been working on contingency planning, so by the time the eclipse happened, the relationships were already set up.

Collaboration and Communication

Central Oregon has a great reputation and history of coordination. A challenge that they saw in preparing for this event was that they would not be prepared for a no-notice event. The infrastructure is just not in place for an adequate response to a large scale, unexpected event.

(Deschutes County) – The Central Oregon Information Officers Network. This consisted of a group of Public Information Officers from across the tri-county area. There were 30+ Public information officers. Lysa really helped craft the messages, "come early, stay late", fire prevention messaging, rattlesnake safety messaging, etc.

Central Oregon created a central command center, the Regional MACC (Multi-Agency Coordination Center) which staffed 40 people daily. There were 15 key agency administrators delegated from the tri-county area plus all three counties. There were 40+ cooperating agencies that they communicated with. This was a great opportunity to test capacity and identify the gaps.

(Chris Doty) – Central Oregon Public Works Partnership. Local agencies in the tri-county area meet quarterly to share equipment, resources, build relationships, etc. This group focused on supporting the City of Madras in how they could support them during the eclipse. Everyone assembled their own plans, and then put them into one playbook in the MACC. This event strengthened relationships and further built trust in each other.

The Tribe stated they wanted more communication. They are now part of the Deschutes Public Works group.

(Madras) – Madras reached out to the State of Oregon Emergency Management (OEM), expecting that they would provide some sort of resources to them. They were certainly there to provide a structure, but Madras got the sense that the State was only there to call in the troops if things went wrong. It seemed that they did not intend to be a resource in any significant way, and Madras was expecting more support at the State level. The City did receive support from ODOT, Oregon Parks, and other support and coordination came in. Madras may have misunderstood what the level of support would be from the State.

(Prineville) – Most resources in Oregon are local resources, and we mostly have to provide for ourselves. OEM is structured that way.

(Madras) – There was good intent in the last few months from OEM of communicating and checking in with areas that were affected by the events of the eclipse.

(Madras) – Madras had several events in various different areas, and there was high demand for transportation. This was a relationship that could have been improved.

(Chris Doty) – We’re stronger as a collective unit. From a public works perspective, the focus is now on how to collaborate further for a Cascadia type event, and focused to work as a collective unit to better serve communities in the region.

(Deschutes County) – An Incident Management Organization has been in the works recently and there is a lot of energy going into creating a solid organization. This organization is hoping to be prepared to handle a “no-notice” situation. The systems that were developed during the MACC are serving now as a toolkit to prepare each position to be trained for a “no-notice” event. We are actively working on trying to

(Madras) – Lessons Learned – Get an early start, and get as many people together as possible that are going to be affected by the event at the table early. Dispelling rumors was still a challenge up until the day of the event. Having a monthly meeting was a productive use of time for an event like this. Preparing the community ahead of time, and consistency of the message was essential.

(Madras) – The collaboration with the ambulance service worked well. They were over-prepared, but it felt good to know

(Bend) – Central Oregon is one community with several smaller communities within it. There is so much intersection between them, that other regions can look at the way Central Oregon communicates, and see the value in the relationships we have across the region. There were 3-4 counties all communicating with the State and speaking the same message collectively which had a bigger, more powerful voice, on the way the State responded to them during the eclipse.

Assets and Resources

(Madras) – The City prepared for about three fiscal years for this event. The planning services started early and created the planning as a resources. Public safety and public works crew also served as a resource. There was a concern about

bringing people in to help manage events of the eclipse from out of the area that were unfamiliar with Central Oregon culture, because here would be a different mentality and approach to working with the Madras community and visitors, and it would be more work to manage the different cultures and approach styles. Madras had to supplement additional port-a-potties and wash stations. The local government spent about \$240,000, or \$38 per capita, to plan for three fiscal years and pay for event related expenses including staff overtime, event costs, and outside resources.

(Madras) – The airport was an asset. The agricultural community was a business asset, because they converted their properties into campgrounds. The City worked with local farmers and land owners to develop plans and organized “pop-up” campsites. It allowed the farmers to make money, and the emergency management team understood how the campsites were organized, and could reach a specific area if necessary.

(Crook County) – People and agencies are the biggest asset for the region. Partners all came to the table and were committed. Interoperable radio communications were also an asset. Crook County has been working on their communications infrastructure since the eclipse. Reliable and secure communications was one of the biggest known issues ahead of the event.

(Madras) – They did not have enough port-a-potties. The City tried to provide more but it was difficult to reserve them. They got as many as they could and serviced what they could through the providing companies, but there were not enough available for Madras to provide for the visitors.

(Crook County) – They did not have problems with the number of port-a-potties. There were a number of large trucks coming down the mountain filled with waste from the port-a-potties. There was a seeming lack of engagement for getting Verizon Wireless to provide better cell service to the area.

(Deschutes County-Nathan) – None of the three counties in Central Oregon have a stand-alone Emergency Operations center facility that’s ready to go in the event of a major incident. No one county could afford one on their own because the frequency of use. What would a Regional Facility look like, or having a Regional Hub? A critical facility to support all three counties is an asset that they wish for. From an economic standpoint, communities that can recover quickly have an advantage economically.

(Madras) – The preparation felt exhaustive, but 2-3 years was not too early to start planning. It is highly advised that preparation starts early. Madras worked to take care of the main things, including public safety and organizing the community to prepare for the influx. Additionally, Madras worked to increase tourism and economic growth and create an increase in sciences for the youth.

(Crook County) – From a community standpoint, Prineville did a better than adequate job at preparing for the eclipse. Crook County passed an ordinance to protect them better around mass gatherings. They are considering proposing legislation at the state level regarding mass gatherings, to regulate things like sanitation and safety requirements.

(Madras) – If the event were to happen tomorrow, a temporary mass transit system would be useful. The relationships that were built during the preparation phase were excellent and the City would hope to keep these for future events.

(Chris Doty) – If they could do one thing differently, they would better coordinate with the Symbiosis event. Much of the traffic and flow of people could have been avoided if there had been better communication. It was foreseeable.

Interview 4

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| Interviewee(s) | Jason Yencopal , Emergency Program Manager, Baker County; Robin Nudd , Executive Assistant, Baker County Board of Commissioners |
| Interviewer | Molly Bradley |
| Date | February 28, 2018 |

Overview

There is so much to see in Eastern Oregon. Local businesses were jazzed up about it, excited about what it could mean for their businesses and for the community. Lots of people coming to Baker was exciting. The perception is that there's nothing beyond Pendleton, but it's beautiful in Baker City.

It's hard to say if the number of visitors matched the estimates. Tourism folks were saying that a big influx of people was coming. Jason talked to people who were asking about maps saying that were only going to be visiting for a day. The amount of visitors was probably under the estimated number. Businesses would say that the actual number of visitors did not reach the estimated number. Locals prepared themselves with food and supplies and then decided not to go out to eat, and a lot of people that came to town didn't stop at restaurants to eat. They came for the eclipse and then left.

The rush to leave was unexpected. No one wanted to stay after the event, they raced to leave and beat traffic.

Collaboration and Communication

To prepare for the eclipse, tourism folks started meeting about 1 ½ - 2 years in advance. The Eastern Oregon Visitors Association (EOVA) reached out to first responders and emergency management staff six months before the event. Emergency management started meeting with city, county, structural and wildland fire departments, and others, once a month. Then they all started meeting at least every other week before the event.

Jason explained that he is a department of 1 and can't fully staff it, so he would need help if an emergency occurs. He reached out to people to form an Emergency Operations Center (EOC). Members included city personnel that were willing to be in the Emergency Operations Center (EOC), staff from the National Guard, ODOT, the hospital, and the Oregon Department of Forestry (ODF). ODF brought in a type III team to manage the EOC who brought in engines, dozers, and stationed them throughout the county. All members of the EOC met once a month at first, then they began having first responders and operators meetings.

Collaboration for this event was initiated by the EOVA to include planning staff. Jason Yencopal was the lead on the emergency management side. New collaborations or communications were not formed as a result of planning for this event, nor were new partnerships or agreements formed.

The event did not highlight any significant deficiencies in the region's pre-planning efforts. All the players were at the table to plan for and manage the event; however, Jason mentioned that while it is important to continue collaborating with partners across the region, it is difficult without having an event of this scale to plan for. It's not typical that the region would collaborate across so many disciplines and require everyone to work together at this scale. Since the eclipse, Jason hasn't had a need to collaborate with ODOT. People just went back to what they had to do to move our own areas forward. Although, the eclipse has definitely increased the contact list for people in other agencies.

One of the most important lessons learned in the region was the importance of having elected officials on board that share your common mission. The ones that came to the event were confident in their staff, they just came to support them. It's important to include all silos - health services, law enforcement, business community, social service organizations - and have everyone at the table. Because Baker County is fairly small, everyone wears multiple hats. It's easier to share a lot of information with people because the same few people attend a lot of meetings and events.

The most exciting part of the event was having the National Guard in Baker County. One thing that stands out is getting a Blackhawk metavac (?) unit shipped and stationed in Baker. This was possible because Jason reached out to the emergency manager in Deschutes County and coordinated with them to get extra resources.

Assets and Resources

Main Street Program in Downtown Baker City capitalized on the event by selling the eclipse glasses; giving out brochures on where to eat and shop; they had t-shirt fundraisers; they had vendors in the park, and a music event called "Tunes After Totality". They hoped people would stay longer. It was a good exercise for businesses to prepare for a once in a lifetime event using creative marketing.

From an emergency management perspective, the use of an online mapping tool 'SARtopo', they were able to upload where resources would be staged in the path of totality. This was made available to the public with roads, waste stations, rest areas, etc. The maps also noted areas with limited fuel supply.

There were no physical plans in place regarding managing assets and resources prior to or during the eclipse.

Other organizations contributed assets to the region, including two ambulances from OHA. The Forest Service also brought in a Type III team, and the National Guard was in the area for support. In addition, a public information team was established. There were not any resources that Baker County wished they had but did not during the eclipse. Jason stated that with all that Baker County had, they met the needs of the region. Some additional funding could have gone towards police control/dispatch. The County couldn't afford to pay people for their time plus overtime, so they were pulling people off the clock. But then that staff wasn't on duty in case they were needed. Funding to help pay for police staff would have been helpful.

Baker County was satisfied with the community's preparation and response to the events. Businesses did not make huge profits because it was pretty quiet and locals stayed home, but that shows that the messaging went out and was effective.

If more people were operating the EOC the event would have gone a lot smoother. When the traffic accident happened on I-84, Jason was able to contact law enforcement but didn't have the fire and emergency services, which were stationed in their own area. The hospital staff also stayed at the hospital instead of sending a representative to the EOC. If everyone would've been in the same room, operations would've gone smoother.

Other regions did not have the ground resources like Baker did. They had the air not the ground, and other regions had more ODOT staff. For example, Deschutes County had ODOT stationed along 26 every 5 miles.

Preparedness for the event went really well, and Baker County wouldn't change anything there. At times, collaboration could have been better. There were times when tourism folks said one thing, and fire came out and responded to it.

The event was definitely a success from an emergency management standpoint, but Baker County would have asked the news media to not make the event sound so horrible and scare people into not coming out. They wish there could have been a different message sent out by the media. As far as businesses, big tourist restaurants did okay but smaller businesses that put in extra staffing resources and food preparation generally had a loss.

Interview 5

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| Interviewee(s) | Liz Farrar , Eclipse Coordinator, Eastern Oregon Visitors Association |
| Interviewer | Josh Bruce |
| Date | February 28, 2018 |

Overview

The Eastern Oregon Visitors Association (EOVA) hired Liz Farrar as their Eclipse Coordinator for the 2017 event. EOVA covers 11 counties on the east side. Some counties have lots of engagement, others have less interaction.

A couple years before the eclipse, EOVA started to receive information from lodging partners about increasing demand for hotel rooms tied to the eclipse. Folks were calling interested in booking large blocks of rooms. That gave them a heads up about what was coming and provided quite a bit of time to start planning. EOVA applied for funds from travel Oregon to help coordinate activities.

The excitement about the eclipse was about the exposure for rural communities, particularly in Eastern Oregon. Exposure payed dividends. Many folks are not aware of what eastern Oregon has to offer. It's the off the beaten path and the eclipse provided a venue to showcase local hospitality and small town assets. EOVA hopes that based on their exposure to what Eastern Oregon has to offer and the time they had while they were here, eclipse visitors will bring family and friends back for years to come.

It's very hard to know how many visitors came to Eastern Oregon. Liz was asked to make estimates in her coordination role, and it is just very hard to know. ODOT has reported that the car estimates they had developed were fairly accurate in terms of what they recorded during the event. But, they didn't see the negative impacts that people expected to see based on those numbers. Because of that, many folks think that the pre-eclipse visitor estimates were off. A couple things to consider: (1) Residents planned in advance, (2) travelers behaved much better than anticipated, (3) authorities received much fewer calls and spoke with fewer folks (traffic stops, fire behaviors, etc.) than normal. In short, the expectations of chaos didn't happen, even with all of the visitors to the region. Liz thinks folks adjusted their behavior, which masked the actual numbers of visitors that came to the region. At the end of the day, it is impossible to get an accurate head count given the size, scale, and character (amount of open space and public lands) of the region. The numbers met her expectations.

Nothing occurred that they didn't plan for. Many were surprised about how smoothly it actually went. For example, ODOT had forecast a number of crash fatalities. But that didn't happen. The "Come early, stay late" message worked. Visitors were very well behaved. Very few calls to public safety (less than they expected), no fatalities, and supplies held out. The main surprise they had was how well things went. They anticipated and planned for a worst case scenario and were pleasantly surprised with how things turned out.

Collaboration and Communication

Liz was acting on behalf of EOVA: Made up of the 11 counties. Representatives from each county sit on the Board of Directors and take part in day to day activities.

Their first preparation call was to the five counties directly in the path of totality. They engaged the tourism side first, and started with their lodging partners and other tourism leads. They built working groups in each of the impacted counties. Each county working group consisted of emergency management and tourism stakeholders. EOVA role was to (1) help bring the partners in each county together, (2) connect the county working groups to the each other and to the other counties in the EOVA region, and (3) connect the local working groups with other state and federal partners (e.g. ODOT, OEM, Governor's Office, Travel Oregon, etc.).

This type of ongoing coordination did not exist prior to eclipse. It was very rare for tourism to meet with EM, sheriff, ODOT, etc. Tourism tends to focus on marketing, business development, etc. The working groups allowed the various partners to think through how the respective decisions each agency or organization made would impact the others.

At the regional level, EOVA worked with ODOT, EM, tourism partners, city and county governments, etc. to map out worst case scenarios and then plan for them. They also worked with the Governor's Office (through Regional Solutions) to help coordinate planning across county lines.

There were three tiers to collaboration and communication among partners:

- 1) Local level: County planning teams. A couple started on their own (e.g. Grant County started first). EOVA helped the other counties in path identify work group leads and establish their local working groups. Once they were up and running, the locals ran on their own working groups with EOVA helping or providing support as needed.
- 2) Regional level: EOVA worked with the Governor's Regional Solutions office. Regional Solutions did the convening. EOVA prompted the regional discussions. They worked together to set the regional agenda(s).
- 3) Statewide level: The state convened statewide coordination meetings through the Governor's Regional Solutions office and Oregon Emergency Management. Travel Oregon and OEM worked to inform the agenda.

It is hard to say if the collaborations are ongoing; there are not necessarily new projects to work on. That said, now folks know each other – Tourism knows ODOT and ODOT better understands tourism issues. Collectively, there is a better understanding about different agency/stakeholder roles and who the point people are for each organization.

On the tourism side, all of the collaborations were informal. Liz isn't sure about the EM side (they have mutual aid agreements). The county level working groups were also informal: Emergency Managers and Business Readiness leaders served as co-leads of the working groups. They worked together to develop agendas, etc. Everyone is welcome to join the working groups. Collaborations did not lead to any new agreements, but it helped for folks to be in the room with each other on a regular basis.

Relationships were strengthened as a result of collaboration during the preparation phase of the eclipse. Teams were developed ahead of time, so folks were able to use those relationships to come together. That led to problem solving on the ground during the event. Communities had plans in place, and it showed. For example: Wheeler County – by some estimates they hosted 3-4 times their base population during the event. And it went really well. Overall, Liz thinks the working groups made all the connections and relationships that they needed to.

There was one frustration expressed by some folks related to resource uncertainties. Because the counties/communities are small, they have limited resources. So, a lot of the EM folks were concerned about the lack of resources to deal with large incidents. For example, public safety resources to deal with a multi-car accident. The local EM community didn't know what state resources were going to be available until the very last minute. There was significant concern and anxiety for the EMs leading up to the event because they didn't know what resources were going to be available. Ultimately, the Governor sent National Guard and other state resources. As it turns out, some of those resources were unnecessary, but having them in place eased the local concerns. More up front guidance from the state on what they planned to send would have been helpful. For locals, safety was the #1 priority. However, locals felt like it was radio silent coming back from the state.

The region had planned for lots of communication issues, but none of those concerns ended up playing out. HAM was up as a back-up, but they were not need.

OEM held status report calls the first thing each morning on the days leading up to, during, and after the event. These were great. It was very helpful for Eastern Oregon stakeholders to know what was happening in other parts of the state. The ability to hear how the large events (like the one near Prineville) were going, what issues were coming up, Oregon Department of Energy reports on gas supplies, etc. – all of that was very useful. It allowed them to field the calls and answer the questions from visitors that were coming into the local tourism offices. The state status report calls were very helpful.

Some of smaller communities have more confidence to look at hosting larger events. Now they have a model for pulling together a planning team. They know what partners need to be at the table: e.g. ODOT, State Parks, health department. They also understand what each of the agencies are capable of and what assets and resources they have. There is also a better understanding of agency rules and limits. For example, ODOT has limitations and opportunities when planning for a large tourism event, or even a disaster event like a wildfire.

Liz remarked that it would be interesting to know how tourism was impacted in the gorge. It's rare for tourism partners to collaborate with the forest service. Seems like there is a lot of opportunity there – could definitely work on developing that collaboration further. Really need to have better lines of communication open between tourism and the Forrest Service.

One of the most important lessons learned related to collaboration was, don't wait until the crisis is upon you to build the relationships. EOVA refers to the eclipse as their own natural disaster. But they had advanced notice. The benefit was they had time to figure out a way to have folks at the table to talk about preparedness

issues. Thinking about wildfires – the impacts to ODOT, Forest Service, tourism, etc. – need to find ways to build trust up front prior to events.

It was great to have different groups of people and faces around the table. The folks that don't know each other or don't often work together. It helped that everyone at the table understand each other's roles and resources. Those resources still exist! They could be continuing to capitalize on them. There is greater awareness about how to leverage the resources now.

Assets and Resources

The partnership with Travel Oregon was the biggest asset for EOVA. Travel Oregon has a big megaphone: they have the ability to get lots of information out to lots folks. Emergency Managers have similar ability to message, but they talk to a different audience. Together tourism and EM can reach a much broader audience than either can on their own.

For eastern Oregon, the tourism stakeholders are used to working together. Same with the emergency management stakeholders. Resources are limited, so they have to. Local stakeholders care about their individual communities, but they've also been trained over time to think about tourism and business development on a regional scale. Similar with EMs. So, that may come more naturally in EOVA counties than in other regions. Knowledge about how to collaborate regionally is really important.

Emergency Management didn't have the infrastructure or resources to deal with a large emergency event.

One of the most important lessons to spread to other regions is the importance of getting the right folks around the table. There is a clear need for folks to grasp (understand) what assets each group brings to the table. Locals don't have resources – so they had to know what other folks had. For example, the counties had equipment on standby to help address issues as they came up. People really stepped up with what they could offer.

Another thing that was a good takeaway – Need to find ways to give agency folks flexibility to respond to circumstances that were out of the ordinary. For example, a number of communities needed traffic to be directed in different patterns because of the extenuating circumstances raised by the eclipse. ODOT is divided into regions. Some regional managers were more generous in their interpretation of standard rules and regulations than others. In RARE circumstances like this, the need for regulator flexibility is important; more flexibility is going to be needed in extraordinary circumstances. Some agencies did it well, others struggled with how to respond to that need for flexibility.

Overall, it felt like the system worked. It was community driven – county by county. The region did not dictate, but they were there to provide coordination and resources if and when needed.

One thing Liz would have done differently: would have started county planning sessions earlier. Most were off the ground by January or February. She would have

started them in the fall to give more time to plan. Would have initiated the regional planning earlier as well.

All that said, at the end of the day people got their plans pulled together and had resources in place for the event.

NOTE: I took the opportunity to ask Liz how she would approach planning without a scheduled event to rally around.

Tough question. Needs to think about it some more. One idea is do agencies have regular/standing meetings in place that other partners can participate in. For example, if ODOT conducts regular transportation coordination meetings, is there an opportunity to make sure tourism folks are participating. That's the missing link. Need to look at current meetings happening and seeing if adding stakeholders like tourism should be involved. That would be a place to start. Wildfire provides another good example: multiple jurisdictions are impacted. So, how to get all the folks linked up needs some more thought. Is the Forest Service coordinating throughout the year? If so, is there an opportunity to invite folks in community or tourism folks to participate? If meetings are already happening, how can there be room for more discussion about these types of issues with a more diverse group of stakeholders?

Side comment: the east side may have benefited from all the doomsday messaging in the valley and on the coast. Wide open spaces benefited from some of the emergency management messaging.

Interview 6

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| Interviewee(s) | Susan Christensen , GEODC Executive Director; Matt Manitsas , Agribusiness Project Manager; Sally Bartlett , Grant County Economic Development, Executive Director; Taci Philbrook , Former City Recorder, City of Prairie City; Ted Williams , Emergency Management Coordinator, Grant County; Scott Myers , Grant County, Judge; Sherry Nehl , Special Projects Assistant, Grant County Economic Development |
| Interviewer | Molly Bradley |
| Date | March 1, 2018 |

Overview

The influx of new money was exciting. Merchants in Prairie City had record sales. But not all of the County experienced this. Even John Day (biggest community) didn't have record sales. People brought a lot of their own supplies, so they didn't shop locally. This could partly be due to the public being warned that stores would run out of food and water. There was a fear that the stores would run out of supplies.

People got the feeling for what it would be like if the streets were busy every day, and lots of people were visiting. People felt like the days were full, and you weren't waiting for people to come in to the stores to visit or do business in the store.

The number of visitors matched the estimates, just about 30,000.

Emergency management expected more fires based on the amount of people that were expected to come to the area, from people having campfires and being negligent. It was also surprising that there was not a lot of trespassing. This might be attributed to the public outreach of the event beforehand, which was pretty coordinated.

Grant County imagined a lot more traffic and congestion leading up to the eclipse across the path of totality, but John Day didn't really see that. They got hit when everyone was leaving the event on the day of the eclipse and the day after. Just minutes after the eclipse was over, traffic started picking up at the main intersection in John Day and it lasted about 5 ½ hours, but that was anticipated. There were six national guards there to help, as well as the Burns Tribe. Firefighters and officers from Arizona were also on site to help. They thought they would have a lot more traffic than they did, but still had a lot of congestion.

Collaboration and Communication

Emergency Management started planning for the event 13 months prior. Monthly emergency management meetings were held with all the stakeholders. Grant County EM attended meetings with Baker City, EOM, any collaboration meetings

that were available they attended. Ted Williams initiated those meetings locally, but the Chamber also had their meetings that emergency management/first responders attended. Collaboration between the chamber and emergency management was key because law enforcement has different missions/goals than the business people. Monetary gain and profit, vs. get them in, get them out. Collaboration worked out really well. Collaboration was expected to go well and it did.

The Chamber of Commerce started their own meetings first. Emergency management tried to be a part of their planning meetings as much as we could, to compare plans with them to have interoperability built into the plan. Ted Williams was the lead for emergency management in Grant County. The Chamber was the lead on the civilian side with the businesses and individuals.

Most agencies were already collaborating in other areas. Grant County got more involved with state agencies, like the Public Information Officer (PIO). This led to more contacts for spreading public information. Most relationships/contacts were informal. Verbal arrangements coordinating people. Getting to know each other and get to know each other. Did not have formal agreements made.

This experience brought everyone closer and strengthened existing relationships. The Chamber really brought everyone together, from government agencies to businesses, they were the focal point, the glue between everyone. The city worked with the chamber to bring in port-a-potties.

Emergency management identified a few things they need to work on. Communications, equipment, hardware, concerned that the cell towers would be overloaded but it never materialized. It could have been more robust, it's always a problem here because of the mountains.

Sally Bartlett stated that there could have been better communication to Prairie Summit attendees about the highway exits. There was bottleneck traffic around the highway exit for the big band Prairie Summit festival. People could have gotten off at an earlier exit and taken another road there but they didn't know. There was also confusion over the name of "Prairie City" and "Prairie Summit". Between ODOT and the Prairie Summit investors and local cities, there should have been a more inclusive conversation.

Most of the collaborations/communications/partnerships were in place before the eclipse. They maintain that the area has always worked that way because they're a small community. The eclipse was a little more intense. They did experience the Canyon Creek Fire a few years ago, and the Rainbow People in June 2017, which prepared them better for the influx of people during the eclipse.

Rainbow People (June 2017) - 13,000 people came with two weeks notice. The forest service, emergency planners, law enforcement, all had only two weeks to prepare for them. There was a pre-eclipse thrill! Emergency services from both cities were pulled to the site of the people. The festival goers only had two weeks notice to get there as well.

John Day area had not been too involved in the planning/training for the Cascadia event. Now that they have experienced the Rainbow people in short notice and planned/prepared for the eclipse, they know what numbers they can really support and how far their resources can be stretched. Now they have real numbers and better history to document a management plan. This information is going into incident planning, and Cascadia planning. Now John Day can jump into the planning for Cascadia with the rest of the state. For example, they're going to partner with the state on hand radio communications.

"We didn't just prepare for the visitors, we prepared local residents as well. Bringing about local awareness about how they can handle this influx of people: lock up your children, lock up your dogs, lock up your doors which is something we all don't do around here. And that really lessened the impact of our emergency services." - Taci Philbrook(City Recorder)

The Chamber hasn't made any action plans yet, but they have certain data about number of residents/property owners who hosted campers, number of port-a-potties, etc. The data is there but not compiled yet, but it can be accessed.

From an EM perspective, you can't start early enough. Especially with public outreach and communication, social media. Ted Williams remarked that Grant County could have been more effective if they started social media sooner.

The more communication that came from the city, the more people were taking the event of the eclipse seriously. You have to look at your audience, and understand who you are trying to help, keep safe, protect, feed, etc. The Rainbow people were more assertive, needy, operate "cash-free" whereas the people that came for the eclipse wanted to go shopping and get souvenirs and eat at restaurants.

Sherry - The attendees of the Rainbow Gathering only had two weeks-notice of the festival as well. A majority of the attendees were not aware of the distance from John Day to Seneca, and then to the site of the festival. It's very rural. There's no way to get to the festival from John Day. We thought we might have had to deal with these kinds of people during the eclipse, but we didn't.

People were impressed and surprised with how well the public transportation worked. The "People Movers" van service in John Day moved people through and around the County, and were still able to get people to their scheduled doctor's appointments, etc. There were enough communication tools that people still knew when vans will be late. They planned for additional routes to accommodate the influx of people, and we were all surprised by how efficient that worked. It was one of John Day's big successes.

ODOT was really on the ball. John Day and Grant County coordinated closely with ODOT during the planning process, and their representatives attended John Day meetings early on. ODOT liaisons in John Day office went out to help direct traffic when things got backed up here, and they were on the phone to their supervisors in Ontario right away letting them know what was going on, giving them a heads up on traffic flows and such.

One of the best partners was the Forest Service. They had a plan in place to handle the Rainbow People, and John Day folks were able to learn a lot from them way they handled that and it helped prepare them for the eclipse. It also helped communications between that federal partner and our state partners, to make that better and safer for everyone.

Assets and Resources

There were opportunities for everyone to make money during this event. Residents rented out their properties as campsites and the County was generous enough to allow them to do that without taxing them or requiring a permit. John Day took advantage of an existing industrial park (123 acres) on a plateau above the city, they had about 350 campers up there. They rented them out immediately.

City installed water/sewer for RV's. They had about 127 RV campsites ready with water, sewer and electricity for the event. The City basically created an RV park up at the industrial site that wasn't there before, and did a great job really showcasing that John Day was a great place to stay. And to remember John Day not only when they're planning vacations but if they're looking at a venue for a new business, or looking for a place for retirement.

The county had about 1,500 port-a-potties already but were afraid there weren't enough places for RV's to dump.

Grant County and the City of John Day had several assets ready, including a local vendor who was contributing extra fuel, amateur radio communications system, and air ambulances provided by OHA. In addition, an Incident Management Team came in from outside the district. The Idaho Bureau of Emergency Management contributed a communications trailer. They helped staff the USC and provided material assets, including a full communications trailer with staff and support people. They were there to provide service.

You can never have enough people from an emergency management standpoint. The Sheriff noted that the county would have been really stretched for resources if they had been in a pinch. John Day is about 170 miles from real services like fuel.

Anyone who thought that the city was distressing unnecessarily about the eclipse and over-preparing, etc., really got on board after the Rainbow People came to town.

The County was well prepared. Businesses had more than enough food, supplies, product to be prepared. They took care of things like fuel and made sure they had backup. ODOT was instrumental in John Day, but they could've supplied some other routes/signage to get people around.

The community is absolutely satisfied with how the events of the eclipse were managed. Taci remarked that in Prairie City, the most important thing they learned was communication, not only within their community but with their sister city (John Day) is very important.

(Ted Williams) - Start planning early, and give yourself time. If you don't, it's almost impossible to get everything together last minute.

(Sally Bartlett) "We have a louder voice of positive, motivated people than we do of naysayers. That was a big lesson for us. When we come together, we can really accomplish some bigger and better things." Once and a while, you hear rumblings of things but it's really just a few people. Most people really want to live here and enjoy it, and believe in the commodities we have here of space, and independence, and even being isolated. We don't have to put up with a lot of artificial light, we can still see the stars. It's good for us.

(Sherry) If I could do it again, I would've stocked up on toilet paper! Our house is on Main Street and people were stuck in traffic and really had to use the bathroom so we let a few people in.

(Sally) I would've invited more people to camp in our backyard. We thought 8-10 was enough but we could've handled more.

(Ted) We had more capacity than we thought we did. We could've easily handled a lot more people at least for the short term. As long as there's not a fire.

Interview 7

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| Interviewee(s) | Dave Price , Director, Small Business Development Center, Oregon Coast Community College, Lincoln City |
| Interviewer | Karen Mason |
| Date | March 1, 2018 |

Overview

Dave Price is the Director of the Small Business Development Center (SBDC) at Oregon Coast Community College in Lincoln City. He was involved in Lincoln City's planning efforts for the eclipse, and also facilitated a number of programs at the SBDC to help prep the business community for "the apocalypse that wasn't."

Everybody was very shocked by the lack of commotion. Everyone thought the highways would be impassable. In actuality, there was no traffic. Very few people out and about. Locals stayed home, expecting the streets to be overtaken with visitors. The overall sentiment was, "Where is everyone?!" In retrospect, however, it made sense.

Collaboration and Communication

There were meetings in Lincoln City. Representatives from disaster preparedness, the police, the fire department, and the business sector were in attendance. Dave initiated some roundtable meetings called 'Moon Pies and Dark Skies,' where lunch was served and participants could discuss preparations for the eclipse. The overall expectation was, "It's going to be nuts!" There was also the knowledge that while the probability for a surge in business existed, there was also a probability that business would not see any increase. The expected reason for this, however, was that the town would be so crowded visitors would not want to leave their cars and risk losing viewing spots to go into businesses. To prepare for this possible lack of business, there were conversations relating to how businesses should prepare for no significant business increases, such as not increasing stocks of perishable goods that might ultimately spoil.

Dave was also able to bring in an astronomer for the eclipse to engage people in conversations about the physics of the eclipse, best viewing practices, and other interesting eclipse facts. It helped to balance out the "bummer" of how the event may not go so well.

In terms of new collaborations, the eclipse was a good exercise and unequivocal in value. There were meetings with disaster planners and representatives from the Chamber of Commerce. There were basic preparedness meetings. There were meetings about future events too. Substitute "eclipse" for another disaster, and there were conversations being held about preparedness. It helped to forge new relationships.

Everyone anticipated the worst, so much so that city personnel was not going to go home. On the day of the eclipse, however, it became apparent to everyone that "we've thrown a big party and nobody came." There was no panic. In fact, it was

quiet. Everyone was shocked by how quiet. Not much occurred in the way of communication during or after the eclipse because no one wanted to give voice to how wrong they had been. It was radio silence. Everyone was able to relax and just enjoy the eclipse.

One realization was how few routes went through the city. If one were to be cut off, it was severely impact traffic elsewhere in the city. To plan for this and other concerns, once a month meetings were held with hospital, police, and ambulance personnel. It helped to build relationships very quickly.

Communication was anticipated to be impacted. It was expected that there would be a lack of cellular reception due to the overloading of the network by an influx of persons, so plans were made in advance in case something should go wrong. In actuality, communication networks were just fine.

Dave mentioned that since he is not an Emergency Management person, he did not feel able to sufficiently speak to how collaborations are being maintained, or if partners are thinking about collaborating for future events. He did say that the whole experience was a good one and gave him and others a better idea of how to handle future events. He referred to Mark Nicholson, the Emergency Preparedness Director for Lincoln City to answer these questions, and those related to the development of new action plans or strategies related to collaboration.

The most important lessons learned related to collaboration and communication are to go through planning and preparation, and to learn who makes what decisions. What that person's concerns are, is valuable stuff. And to feed people if you want them to show up to discussions!

Dave was nervous about the impact on local businesses, but at the end of the day, it's up to business owners to decide if they want to prepare for and participate in the event, or if they want to close up shop and not worry about it. The focused energy of local government was essential to the success of the event. That the event was tangible and not an esoteric, far-off "what if?" People didn't lose focus.

Assets and Resources

ODOT secured extra trailer-mounted signs and brought them to the coast. The idea was that no one listens to the radio anymore, and if there was going to be traffic, the signs could alert people about their ETA before arriving in town.

In terms of physical resources, the City did not have much. The community college made their parking lot available to people if they wanted to use it as a viewing space. Other than that, sharing of information and the astronomer workshops were our biggest assets.

Although the community was well prepared, emergency management didn't have the infrastructure or resources it would have needed to deal with a large emergency event. There were concerns about transporting injured persons to the hospital if the traffic was going to be as bad as anticipated. To address this, hospital staff had the idea to deploy tents, like MASH units, along the highways to treat people on site. Ultimately, concerns about the levels of sanitation prevented this. Instead, doctors and their tools were posted around town in buildings.

It was really great to see that everyone knew who was doing what, when. The sharing of knowledge strengthened the overall force; that there was no doubling up of staff or resources in one area, leaving another area untended and vulnerable.

If he could do it all again, Dave would keep everything the same. He asserted that his community did everything possible to get the word out about round-tables and to get people in on the conversation. “Come talk to us about how everyone is preparing! It [the eclipse] may not be as lucrative as you think it will be!” The community is filled with a lot of summer beach second homes, so locals have been priced out to 5-10 miles out of town, meaning that it might have been difficult to get workers into their places of work. To prepare for this, some businesses hosted their staff in town, which was kind of annoying for those who put money into planning only to have it not play out. Despite that, would do it all again.

Dave did express concern for areas in the path of totality of the next continental US eclipse. His fear was that Oregon would become a warning story about over-hype driving over-planning and over-preparation. His fear that those communities might then not prepare as much thinking that Oregon had gone overboard, and that then they might end up experiencing the chaos that Oregon sought to avoid.

Interview 8

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| Interviewee(s) | Ed Flick , County Emergency Manager, Marion County |
| Interviewer | Oliver Gaskell |
| Date | March 1, 2018 |

Overview

The most exciting thing that happened was the eclipse itself. Marion County didn't get as many visitors as expected, partly as a result of the Whitewater Fire in Jefferson Wilderness Area. Jefferson Wilderness Area was expected to be a prime viewing site and was closed during the eclipse. This also affected the City of Detroit, especially the smoke from the fire.

Fire was something Emergency Management planned for. The Emergency Management staff planned for hundreds of thousands of visitors and limited availability of medical services. The most dangerous scenario they planned for was wildland fire, both in wilderness areas and in the valley.

Collaboration and Communication

The emergency management shop planned internally to activate their Emergency Operations Center (EOC) for four days. Created a mobile command post in the eastern part of the county. Mobilized staff and volunteers and conducted drills and training before the eclipse.

Emergency Managers hold monthly emergency management meetings with cooperating agencies. They used these for eclipse planning in the lead up to the eclipse and also held deliberate eclipse planning sessions. These brought a bunch of people to the table. Emergency Management also participated with others in their own planning.

Preparation was deliberate and there were some that took it more seriously than others. Some fire districts and cities felt they didn't need to do so much to prepare but they were the exception to the rule.

Planning was formal. Ed produced an estimate with county level goals and then created specific objectives for emergency services. Planning involved a multi-agency coordination approach.

They worked with new organizations, including Travel Oregon, and more venues and recreation sites such as wineries.

The eclipse strengthened relationships in the county through lots of pre-event engagement. It also helped that there were no large emergencies. Proactive planning set a precedent for everyone. Many people commented that being over prepared was better than being underprepared.

Post-eclipse was the only time there was worse traffic. Many local folks stayed home during the eclipse due to effective public outreach pre-event. There was a smooth coordination between organizations to move traffic post eclipse. After the

eclipse, Ed never received a total number of visitors from Travel Oregon, but they did know they had a lot of people. The E.R had its busiest few days of the year and call volumes for emergency services were high.

The event validated the role of the EOC and ODOT traffic cams were a great resource to see traffic flows pre-event.

A robust volunteer staff in Detroit helped mobilize volunteer groups. The EM office is now more prepared for that in the future.

Important lesson: They got a grant to help boost a radio station in the Detroit area, especially in a part where there is no radio service and no cell service. They were particularly concerned about the potential for fire in this area and then people's inability to call for help. This small investment is great for future early warning needs but also provides a great new resource to that community that they can use in perpetuity. This built social capital and has future economic benefits.

Wanted to highlight new partners they gained in the Canyon region which is a focus for economic improvement in the county. The chamber of commerce in the canyon did a great job branding for the event and coordinated with the emergency management office a lot. This built a great new partnership. The work of the emergency management office to boost the radio signal also brought new positive partnerships with the media in the area.

A homeless group was displaced by the whitewater fire and Emergency management worked with Santiam Hospital Social Services providers to build a solid partnership to support the homeless individuals. Ed noted that emergency management across the state historically underperforms for underserved groups.

Additionally, through the partnership with Santiam Hospital, the director of the hospital is now also the director for the Marion County Medical Corps team and will be partnering to coordinate future pop up medical clinics for rural communities. Ed wanted to highlight this as a positive partnership.

They also built connections with the Breitenbush community. The community is fairly self-resilient, but wildland fire is a real concern for them. They were evacuated post-eclipse due to the Whitewater Fire. Emergency management helped establish and refine their plans. Ed highlighted them as a positive community resource.

Improved communication and coordination with Forest Service and adjacent County Emergency Managers especially Linn, Jefferson, and Deschutes County.

Assets and Resources

Important assets were the mobile EOC and first aid and establishing an alternate care site in Detroit. Especially important as Detroit lost cell coverage during the eclipse so it was good they had folks there and established before.

The multi-agency coordination also included some homeland security tools such as the Adobe Connect Webinar. They maintained this through the eclipse to communicate with each other via internet. This was used to share maps etc.

Wishes they had access or a common operating platform at the state level to improve communication cross county lines in real time.

One thing they really wanted before was improved ambulance capability. Ed got a \$50,000 appropriation from the county and used \$18,000 to hire 2 ambulances for the event. Now there is an ambulance contract in place for these kinds of events, but it would have been good to have it in time for the eclipse.

Ed also wanted to tap into national guard resources for medical assistance. State mobilized national guard, but they were given people for traffic which they didn't need. State conversations happened without county input, so they were given resources the State thought they needed, not the resources they asked for.

Ed also noted that there should have been increased state assistance for preparation. The financial burden of increased temporary population fell on local jurisdictions who had to increase emergency services provisions with limited budget. Money from tourists was positive for economy but they don't pay taxes so that money doesn't funnel to emergency management. Felt the burden was placed unfairly on local jurisdictions especially in rural areas.

Overall Ed was satisfied with the preparation and response to the eclipse.

Important lesson; Pre-incident messaging worked. Some people think it scared people away, but Ed didn't receive much negative feedback from folks.

Wishes there was improved ways of coordination across jurisdictions – the state isn't investing properly outside the Portland metro and there needs to be more of a focus on multi-agency coordination.

Interview 9

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| Interviewee(s) | Susan Christensen , GEODC Executive Director; Tami Stockton , Economic Development Director, Wheeler County; Anne Mitchell , Rural Economic Vitality Program Manager, Rural Development Initiatives (RDI); Chris Humphreys , Sheriff, Wheeler County; Debbie Starkey , Commissioner, Wheeler County |
| Interviewer | Molly Bradley |
| Date | March 2, 2018 |

Overview

This interview was conducted with stakeholders in the GEODC Economic Development District from Wheeler County.

Expectations vs. Reality

Wheeler County was very well prepared. The City of Mitchell had a significant influx of visitors, and all the businesses that were open had several customers. Restaurants and stores were open until they ran out of food and products. Conversely, the crowd did not inundate the City of Spray like the town had thought would happen. Overall, the ranchers and those offering camping did very well.

It is difficult to say if estimated number of visitors matched the estimates for the region considering there was not a good estimate for the area. John Day did not have as many people they feared, but definitely enough to keep the stores busy. The phone lines and internet never went out, so their worst fears never transpired.

The emergency management personnel disregarded the high estimates of people. Their priority was to keep people safe, get them in and out, and make people aware that this is rural frontier. OEM was impressed with the number of people that did come. Considering the time of year, emergency management assumed that only the hardcore campers would come for an extended period of time, and most people would make a short trip. The rivers aren't good for fishing, or high enough for rafting, so people weren't expected to stay long.

One unexpected issue was the limited fuel in Mitchell, which was only a concern for one day. OEM said they should have wrestled the issue more ahead of time, but it was assumed that people would fill up in Prineville and John Day instead. Travelers began coming to Mitchell for fuel earlier than they had planned. At one point, the gas station in Mitchell went dry, but the City had been in close communication with the fuel company and was able to refuel quickly without a problem. Sheriff Humphreys also mentioned that it was unexpected to send resources over to Crook County to help them during the traffic jam. People were traveling to the Prairie Summit event and got lost, taking them through Prairie city instead. Crook County had to call for extra officers to help direct traffic.

Wheeler County expected the cell phone service and internet service to go out because tower space is limited, and the mountains cut off service easily. They also expected people to arrive at the same time, and that did happen. Those that visitors that camped on ranches came out early, but a lot of people also ended up parking on the side of the road to watch the eclipse. In Spray, the City expected people to visit, but not to all leave at the same time. There was mass exit from Spray, and it took people awhile to get out.

Collaboration and Communication

Rural Development Initiatives (RDI) was the lead coordinator for the meetings the Wheeler County prior to the eclipse. Meetings had about 25-30 people including ODOT, National Park Service, BLM, Emergency Management, Fire, and representatives from Grant County and Gilliam County. Anne Mitchell from RDI attended the Grant County meetings as well. Wheeler had been planning for the eclipse at least one year ahead of time, writing grants to get an eclipse event coordinator for Eastern Oregon. They were awarded the grant, which is how Liz Farrar was funded and able to help coordinate events for this region. Without the grant, Wheeler County would not have been able to accomplish what they did. The County also participated in regional monthly meetings in Baker County that got the economic development and emergency management folks together.

This collaboration was initiated by Anne's conversations with Eastern Oregon Visitors Association (EOVA) and the County's tourism staff. They started working with Travel Oregon and the Regional Solutions team as well. At first, it was a struggle to convince Travel Oregon to put resources into planning for the eclipse, but they eventually got on board.

Wheeler County (Anne) reached out to the OEM by going to their meetings first, and then starting her own monthly meetings with tourism and economic development professionals, and invited emergency management to come. It took a little work to get the OEM folks to understand how important it was for them to come to the meetings, but once everyone was on board the planning went smoothly.

Chris Humphreys, Sheriff of Wheeler County, stated that an Incident Command System (ICS) was instituted about 1 year ahead of the event, and started meetings internally. There is no county coordinator for EMS. He quickly started liaising with the national parks. He noted that the federal government is difficult to work with, and that was frustrating from a planning perspective.

From a regional side, the Central Oregon counties (Deschutes, Crook, Jefferson) worked together really well, and Wheeler climbed on board with them as a partner county. Wheeler did not have anyone involved in Central Oregon's command center, but were included in all of their briefs. Nathan Garibay and Mike Ryan made several trips over to Wheeler County and that was very helpful and really nice to have them. The amateur radio communication system (Aries) was also instrumental in providing communication during the event. A volunteer group created and managed the amateur radio system; it did not cost the government a dime.

Deputy Michael Boyd was the lead for communication from OEM. Anne was lead from Economic Development. The County Commissioner, County Judge, Tami Stockton, and others also played a huge role in economic development for Wheeler County.

No formal agreements were created as a result of this collaboration. Many of the partners during the planning for the eclipse were familiar partners that Wheeler County had collaborated with before. The events of the eclipse certainly strengthened the relationship between these agencies and organizations.

The events of the eclipse did highlight some deficiencies in the region's pre-planning efforts. Many were in fear of fire and aware that the County has limited resources. They found that the Red Cross was not able to provide any resources. Stores and groceries were not able to stock up on product and merchandise because the distributors weren't able to deliver it. The region is very isolated, and the delivery truck can only hold so many goods and make so many trips. Stores and businesses were trying to secure extra refrigeration trucks to stockpile goods and ice but couldn't find any.

Overall, the agencies throughout the County communicated really well. In fact, Wheeler County put a lot of effort into telling the community to turn their cell phones off, unless they're in an emergency, to keep the capacity of cell service open for the emergency management team. The County staff are not sure what impact that message had on the community, but they never lost cell service.

Collaboration between the city, county and OEM is pretty strong already because of previous projects and events that have happened in the region. Although, a newfound feeling of partnership was expressed by some stakeholders in the region. There is an openness to reach out to partners more willingly now and for future events, after working on the preparation for the eclipse together. Economic development agencies have also developed stronger relationships because of this event.

Liz Farrar provided a template for collaboration for all the counties working within that structure. Other than that template, there are not any new documents describing the protocol for communication.

It was exciting to come together once a month and problem solve. Stakeholders enjoyed identifying where the gaps were and figure out ways to fill them in. Everyone would leave the meetings feeling better about being as prepared as they could be. It brought the county together, and county-wide efforts are unusual.

It was also exciting to see the planning and collaboration pay off when people started arriving and saw that the ranchers were well prepared to host them and things were set up and ready for people to enjoy. It was exciting to visit with people that have never been out here. It was rewarding to show off our part of the state.

Assets and Resources

Existing assets that were useful to Wheeler County included a volunteer fire and rescue group, an amateur radio communications system that was also developed and managed by volunteers. In addition, the John Day Tourism group provided a

coordinator and funding to promote outreach materials for the region. Landowners in the City of John Day also capitalized on its open space by allowing visitors to camp on it.

Regarding contributions from outside agencies, the most frustrating agency to work with was the Bureau of Land Management (BLM). They manage a significant amount of land in Wheeler County, and they did not step up to offer any additional resources for the event.

Sheriff Humphreys indicated that this event pointed to gaps that exist on the emergency medical side. Oregon Health Authority (OHA) paid for two air ambulances for the region. The lack of emergency medical services, paramedics, will always be a problem in Wheeler County, because they are so far from any hospital and don't have enough staff and resources in the area. The state paid for four (4) operational days for the air ambulances, which was a perfect amount of time.

The events of the eclipse were a great lesson to show the County how they can really come together as a region and pool their resources. It was a great way to see how they worked as a group, and worked with different agencies. It gave them a chance to see where the holes were and where they could do better. All around, it was a really powerful year coming together and collaborating.

If Wheeler County could experience the 2017 total eclipse again, they would keep all the planning the same but try to focus more on Mitchell. They got a lot more traffic being on HWY 26. They also suggest not having a music festival happening at the same time.

Interview 10

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| Interviewee(s) | Maricela Guerrero , Destination Development Manager, Travel Salem |
| Interviewer | Molly Bradley |
| Date | March 2, 2018 |

Overview

The City of Salem was expecting the large influx the day of the eclipse, but that didn't happen. They expected traffic jams after the eclipse. The weather - especially out at the coast - was unexpected. The forest fires were unexpected. Word had gotten out that Detroit was closed because of the smoke. The City had planned for big events but people just skipped Detroit.

There were a variety of different estimates floating around for the number of visitors to Salem: The City of Salem estimated 150,000 people; ODOT was estimating 2 million statewide; and Travel Salem estimated 50-75,000 for the City. Salem's estimate was based on Cairnes, Australia, where they estimated 35,000 to attend the 2014 Total Solar Eclipse, and their actual numbers came in at 50-60,000 people. It almost doubled. Travel Salem estimates that the City had almost 100,000 people come to the area, and had a little over \$11 million in economic impact.

Collaboration and Communication

Travel Salem started planning for the eclipse three years in advance when it wasn't on people's radar. They connected with the experts, people who had already managed events like this. They contacted people that managed the total eclipse in Cairnes, Australia in November 2014, as well as experts at the Oregon Museum of Science and Industry (Jim Todd) and people in the astronomy club. Then Travel Salem set up meetings, inviting OMSI, astronomy club, and the general public. They reached out to the Governor's office, OMSI, Travel Oregon, and the Office of Emergency Management, but it didn't get much traction. People don't want to plan for something that far in advance.

Travel Salem was definitely the lead on getting people to the table. They held three meetings prior to the eclipse to get local agencies, businesses, and city and county staff to share their plans with each other. The first meeting was in late summer of 2016, and about 30 people attended. No one had any plans to share. The second meeting was held in February 2017, and over 100 people attended. Several agencies shared their plans, and those who were there took notes and started communications. The third meeting was held in July 2017, just one month before the eclipse, and about 80 people attended. Participating organizations and agencies already had their plans in place and just dotted i's and crossed t's with others.

Did planning for the event result in any new collaborations or communication? Planning for the event resulted in new collaborations between Travel Salem and the Office of Emergency Management, the Governor's Office, Travel Oregon, City/County emergency management staff and planning agencies. No formal

agreements were made. All these relationships are still standing, though collaboration has not continued since then.

Planning is key! Ensure that you're open to the planning process. But know that things are outside your control. During the planning phase, the County Officials and emergency management team really connected with the local business community and coordinated their plans so everyone could work effectively together.

Assets and Resources

Travel Salem used the resources that were available already, including their website and social media accounts. They put together events that created opportunities for businesses. The Oregon Museum of Science and Industry (OMSI) provided expertise in the astrological knowledge. They were at the capital with telescopes telling people what was happening during the eclipse. State agencies were also very helpful in contributing their assets, and willing to once they started coordinating and talking together.

Most people would probably say they needed more money. But you can always need more money. Better estimates would have been helpful for preparation purposes, but they weren't really available or accurately predictable.

It would have been nice to have the City put on one main event, like the Prairie Summit event in Eastern Oregon. There were over a hundred events on the Travel Salem event calendar for the eclipse. If there were one main event, it might have been more successful economically for the city overall.

One of the most important lessons Travel Salem learned from this event, is how important it is to bring people together early on, and build relationships to start coordinating. In addition, organizations should be knowledgeable about the event so you can really speak to it. The background research that the organization did to prepare was key to the success of their planning. It is also important to keep an open mind about potential partners, and connect with the local government. Inform the community about the event throughout the planning process. Some people didn't know about the eclipse even just a few days before it was happening! Planning is key, but you can't plan everything.

Interview I I

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| Interviewee(s) | James LaBar, Regional Solutions, Mid-Willamette Valley |
| Interviewer | Oliver Gaskell |
| Date | March 5, 2018 |

Overview

James's role was mostly pre-event. The most exciting thing was the multifaceted/multijurisdictional meetings that brought together different perspectives and highlighted areas of potential tension and areas where differences were aligned.

Held 3 meetings before the event that were run by the Economic Development folks with a focus on tourism. Emergency Management attended these events.

The pre-event worry was focused on lots of people. Economic development folks were worried about logistics for how to get resources for their events e.g. port-a-potties. They also wanted to know how to plug into other events and resources and inform emergency managements that their events were happening and how many people they were expecting.

James felt there was no accurate estimate prior to the event but didn't feel that the question was that important

Collaboration and Communication

On an individual level, James's role was to find diverse perspectives and bring people together. The 3 meetings he hosted had 60-90 attendees at each event and had a balance between those excited to host events and those feeling more negative about the prospect of the amount of people in attendance. James worked to build a framework to create value and a balance of preparation and promotion.

The expectation for these meetings was lots of information sharing but the collaborative element was higher than expected. There was also a high amount of matching information from local groups and state/county level emergency management expectations and best practices. This helped demonstrate that people were planning well for the event.

The meetings were organized by Travel Oregon, Travel Salem (the local destination management organization, and Regional Solutions. The three parties worked together to develop a coordinated strategy

The pre-event meetings helped open communications with emergency management personnel which was helpful for planning events. Emergency management understood how people would arrive – slowly in dribs and drabs – but that people would all want to leave immediately after the event. This information helped event organizers think of programming for after the eclipse to slow down the dispersal rate of people all trying to leave the area at once. Without this

collaboration and information sharing the post eclipse traffic and management could have been a lot worse.

On the day there was seamless collaboration between economic development and emergency management. One way to measure this is that we didn't hear a lot of stories about people hurting themselves or hurting their eyes. Emergency management made sure event organizers had glasses available which events used as a form of branding.

One thing James would like to have seen was more folks treat the event as their "Super Bowl" and use the eclipse to bring in top tier folks who might be interested in investing in the area with VIP packages or comped tickets to events. He didn't hear of opportunities or people thinking of doing that. The event was good for Grassroots and Grass tops orgs and the masses which is great but missed opportunity to tap into the top tier.

Post event collaborations haven't been sustained but James knows who to contact now, for example at Emergency Management, and knows there are resources there such as Emergency Operating Centers. Valuable to know this, even if there is personnel change.

No formal action plan but acknowledged that Oregon Emergency Management had an event plan, so a new action plan may have been created given that the eclipse is an unusual event with different tactics than normal. A good thing to have on the shelf or the server.

An important lesson is for folks to have empathy for those not in their industry, for example, he felt that Emergency Management did have good empathy for event planners who think differently about events than Emergency Management folks might. One example is event planners thinking tactically about the position of the sun – that might not be a concern for emergency management but it's important to understand how someone else might be thinking.

Assets and Resources

Biggest assets were the relationships James brought to the table. He had already built relationships, especially with the core group, and this was helpful in making sure things ran smoothly in the pre-event stage.

Travel Oregon brought OMSI to talk to groups before the event. Having that technical expertise to talk about the technical nature of the eclipse beforehand was really important. They brought Jim Todd who remembered the last eclipse so could provide insight into what happened last time.

He didn't think he would have done much differently pre-event. Especially because this was not his first time experiencing a crisis situation, so he had experience working with Emergency Management.

Felt the resources met the needs of the region – always a need for additional resources but not sure it would have made the event exponentially smoother.

Overall James was satisfied with the eclipse and felt the whole experience was positive. Would use it as an example in the future for something that went well.

One thing he would have changed would be ferreting out information or unknowns sooner. Example – they only found out 1 month before the event that Woodburn Outlet Mall was not going to open before the eclipse, so they could have used the parking lot for multiple things – car camping (with approval and separate entity taking on risk from Woodburn), staging for vehicles, any manner of uses. But there wasn't enough time to mobilize this at that stage. Felt that there were probably a few underutilized assets across the valley that could have been used in this way.

Overall Mid-Willamette Valley did a solid job capturing economic development and tourist dollars. Maybe missed out on top tier and decision maker level opportunities.

Interview 12

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| Interviewee(s) | Brian Dalton , Mayor of Dallas |
| Interviewer | Jessica Morey-Collins |
| Date | March 6, 2018 |

Overview

Brian Dalton is the Mayor of the City of Dallas, and proved successful as a central point of contact for the community. He collected information about visitors from reports from staff and visitors, as well as from sign-in sheets. The City saw thousands of visitors from 31 different states, 21 different countries, including 31 astronomers from China. There were no concrete visitor estimates for the City or the County, so Dallas prepared for 'worst case' scenario, which meant expecting massive crowds to the city. Overall, Dallas was very satisfied by the number of visitors that arrived in the area and felt well prepared for them.

The region expected massive numbers of visitors along the center-line of the eclipse. In preparation, the Mayor attended meetings which began in October of 2016. Mayor Dalton initiated these monthly meetings, which included Dallas, Monmouth, and Independence. The first meeting had 20 attendees, the final meeting had over 50 attendees. There was state, local and regional representatives at these meetings.

There were 31 Chinese astronomers scheduled to visit the region, 12 of which planned to come to Dallas and the rest to Salem. Word got out that Dallas was a great place to view the eclipse, so all 31 astronomers came to Dallas! The City was easily able to accommodate them, and guests had a great experience.

Collaboration and Communication

Mayor Dalton was the primary organizer of the forum for bringing parties together. While there was no central authority, there was a structured, monthly forum, consisting of one hour meetings. It acted as a space for information sharing & cross-pollination for city councils, emergency managers, travel organizations, and chambers of commerce.

The City was responsible for ordering port-a-potties and ordered them far in advance. They were glad they did because they heard other cities that ordered lately had to haul in port-a-potties from Idaho.

Mayor Dalton had to persuade people to start collaboration efforts. The City held after-meeting-meetings with interested and enthusiastic agencies. They created a steering committee that consisted of the City, Pressed Coffee & Wine (private company), the Visitor's Center, and the Downtown Association. The committee organized an event in the square with music, vendors and a beer tent. Once people understood the significance of the eclipse, they were enthusiastic.

Ongoing collaboration put Dallas “on the map” for tourism, and the city is hoping to catch that momentum. To take advantage, they’ve formed an SE18 forum (Summer Events 2018). This forum will have the same format as the Eclipse Task Force (ETF).

The Mayor indicated that the County’s philosophy of emergency management could benefit from reflecting on the events of the eclipse. He stated that there was not a lot of evidence of emergency managers using the eclipse as a learning opportunity.

Regionally, Dallas got involved with several state agencies, including ODOT, Travel Oregon, Tourism Studio, Travel Salem, and had lots of success. Mayor Dalton was in frequent connection with the network of mayors across the state. They shared plans and points of contact for preparing for the event.

The most important lessons learned from this event were to “plan early, don’t wait.” Oregon Cities are unique in their character, culture, & civic structure so the Mayor did not have specific advice, but urges other leaders to “take advantage of their spark plugs, the people who are doers, not talkers.” It was helpful to get people together to talk, not to assume that people know things that they might not. He also urged leaders to collaborate, including emergent leaders. Structure matters -- build regularity, predictability, and schedule into collaboration processes. Avoid chaos, but maintain flexibility.

Assets and Resources

The City got in with both feet and ordered port-a-potties far in advance. They coordinated with ODOT to close necessary streets, and managed financing. Pressed Coffee & Wine was the major private player who stepped up to the plate, by setting up tents and coordinating bands. The County kept an eye on things.

Mayor Dalton urged the governor to host a snow day for state employees not involved with eclipse management. She urged maximum flexibility w/r/t time off, but still required people to show up. The result was that many state employees were stuck in the 9hr traffic jam leaving Salem after work.

The event was more costly than anticipated. It was \$20K more than they expected, which would be a rounding error in Portland or Lake Oswego, but was a substantial sum for Dallas.

Evacuation was a considerable concern based on traffic patterns. Civilians taking refuge from an emergency or trying to return home, was highlighted as a substantial management and infrastructure problem. The event revealed that Oregon is not ready for the earthquake, because there is a lack of coordinated practice efforts. Local practice is good, but people upstream may not be listening.

Overall, it was a very successful event, and one of the best parties in the valley. There was an excellent happiness factor. Campsites were full and people were having a good time.

The City learned what partners they could count on, and where gaps emerged in communication and reliability from this event. The Downtown Association was strengthened, and the City stepped up to the plate and helped with Emergency

Management. A few dozen members from a FEMA Community Emergency Response Team (CERT) also helped keep Dallas safe.

Interview 13

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| Interviewee(s) | Alice Trindle , Eastern Oregon Visitors Association (EOVA) |
| Interviewer | Oliver Gaskell |
| Date | March 6, 2018 |

Overview

Alice is responsible for regional destination marketing for 11 counties in Eastern Oregon. She reported that the most exciting thing that happened during the eclipse was introducing eastern Oregon to new visitors.

Alice explained that Eastern Oregon took lead on planning for eclipse in the state. Alice and the EOVA petitioned Oregon tourism commission and Travel Oregon two years before the event, and were the impetus in pushing eclipse planning. EOVA obtained a \$30,000 grant from Travel Oregon to administer eclipse planning, pull together agencies, and develop marketing materials. The goal of the \$30k grant was to make sure they were prepared and to help people leave Eastern Oregon with a better understanding of what the region has to offer.

The number of visitors was overestimated statewide, but it was better to have overestimated and over delivered than underestimated and under delivered. Alice is not sure on the exact number but thinks about 50,000 people visited Eastern Oregon.

Alice felt that although they expected more numbers and a greater impact on first responders, the impact was mitigated by good forward planning. There was less impact on telecommunications than they thought and less impact on visitor services such as lodging, food and fuel – they had over prepared.

The most unexpected element of the eclipse was the attitude of the visitors. Visitors showed great respect for the landscape in Eastern OR, especially by packing out trash and ensuring they didn't set forest fires. Folks were well behaved and stunned by the beautiful environment and many expressed that they wanted to come back to Eastern Oregon and explore. Anecdotally, Alice knows that Tim Bishop in Baker County spoke with folks from over 20 countries and noted license plates from almost all 50 states.

Collaboration and Communication

Alice knew about eclipse through lodging suppliers in Mitchell. Their lodging had been totally booked up for the eclipse five years in advance. Three years before the eclipse, Alice realized there was high interest for international visitors, and that was when she solicited input from Travel Oregon and made sure they were marketing well globally. Two years prior to the eclipse, Alice felt that she finally got their attention and saw a turnaround from Travel Oregon reaching out to Oregon Emergency Management and the Governor's Office.

Travel Oregon deserves a lot of recognition. They helped EOVA meet a lot of folks they hadn't connected with before. The grant helped them hire Liz Farrar to

develop a community plan and brought marketing and OWM together. This helped communities form their own eclipse teams and brought communities together.

The tourism industry really drove the collaboration and brought folks who had never considered working together before. It is yet to be seen if there are new collaborations because of this event, but Alice sees the potential for wildfire collaborations between tourism, emergency management and federal agencies. Tourism needs to be at the table, as visitors have a huge impact on emergency management programs and plans.

The day of the event couldn't have gone more smoothly. There were only two ambulance calls across 11 counties, and neither were life threatening. The telecommunication issues didn't materialize. The garbage situation was great, especially visitors who embraced 'leave no trace' principles. It felt like overkill with the national guard and other workers brought in, especially when the event ran so smoothly.

Alice noted that it cost Baker County \$100,000-\$150,000 on top of their existing planning budget. It would have been nice to receive financial assistance from the state for this.

There is potential to hold back some money from the statewide lodging tax as another way to fund emergency management. How can Tourism step up to the plate in Emergency Management and help out during catastrophic events?

Important Lessons:

1. Have a point person to foster collaborations
2. Advocacy by Alice on behalf of EOVA to push Travel Oregon to plan early for the event
3. Willingness at local level to pull together teams to address local concerns
 - a. Very successful in Eastern OR
4. Leadership from Travel Oregon

The most exciting thing for Alice was sitting with people that she didn't usually work with e.g. federal agencies, OEM, state police. Her eyes were opened to the depth of their responsibility and the systems they have in place. It was also delightful to see the number of people who volunteered.

Assets and Resources

The most useful asset was the community planning playbook developed by Liz Farrar through the Travel Oregon grant. It helped the region think about how to approach the eclipse and who should be at the table. Assets that were already in place from an emergency management perspective were really useful. In addition, marketing was especially useful regarding eclipse glasses branding, and rack cards asking people to prepare for fire. Outreach from Travel Oregon internationally was also key.

Alice wishes they had more debrief after the event. She tried to discuss the event with EOVA after it concluded, but it wasn't very comprehensive and had mostly

anecdotal evidence. Courtney Warner Cromwell from Regional Solutions led some of this debrief.

If she could do the event differently Alice would have been more forceful with the governor's office to get them involved and committed early on. They took too long to get on board. Eastern Oregon would have especially benefited from more commitment from the state on the emergency management side.

The Return on Investment on the day was not what people expected. However, the flip side is the result of showcasing eastern Oregon and knowing that people will come back. The Return on Investment is more long term and will materialize in increased visitor numbers in the future due to the 50,000 people who came to Eastern Oregon and want to return.

Message to economic development folks is that tourism should be at the economic development table. Feels there is a lack of understanding of tourism in the economic development world.

She would have liked to have seen more economic development folks at the table in the pre-planning meetings, especially folks from the Econ Dev districts, City and County level economic development staff etc. They need to understand that tourism is an opportunity, it's not just marketing.

That said, she wanted to highlight that Economic Development Districts and personnel have been really involved in other ways e.g. bike tourism. It just would have been nice to have them more involved with the eclipse and make them more aware of the impact of tourism knowledge at the table.

IMAGE RESOURCES

- Title 1.1 ABC News – Photo Credit: Peter DaSilva for ABC News
<http://abcnews.go.com/International/photos/photo-51793724>
- Title 1.2 OPB Photo Credit: Elayna Yussen/OPB:
<https://www.opb.org/news/series/solar-eclipse-2017/eclipse-oregon-art-state-of-wonder-travel/>
- Title 1.3 KLCC – Photo Credit Wikipedia <http://klcc.org/post/corvallis-readies-crowds-traffic-snarls-during-solar-eclipse>
- Title 1.4 Portland Tribune: Photo courtesy of prineville police department
<http://portlandtribune.com/ceo/162-news/370526-253957-oregon-eclipse-2017-in-photos>
- Title 1.5 KLCC – Photo Credit: Kings <http://klcc.org/post/highway-26-near-prineville-reopens>